

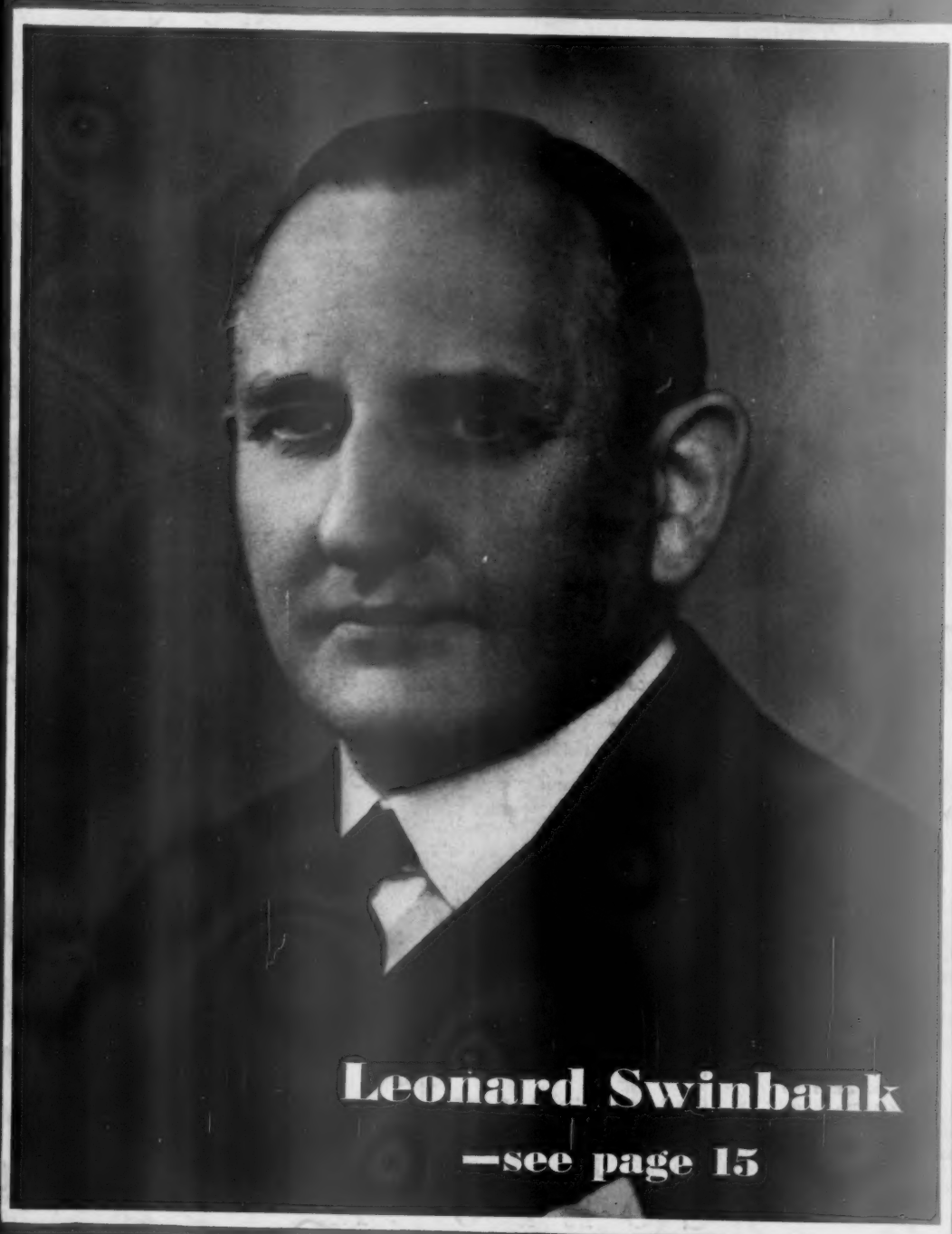
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PURCHASING

CONSOLIDATED WITH • *The Executive* PURCHASER



Leonard Swinbank

—see page 15

Vol. IV No. 12

DECEMBER 1936

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Contents for December

Starting Next Month:
an important new series,
"Reading the Business
Barometers," by Harold
Knight.

Published monthly by
BOFFEY PUBLISHING CO., Inc.
11 West 42nd Street, New York, N. Y.

L. F. BOFFEY.....Publisher
STUART F. HEINRITZ.....Editor

Advertising Representatives
GEO. B. HOWARTH,
11 West 42nd St., New York
H. N. PICKETT,
2843 Hampton Road, Cleveland
D. N. CORTRIGHT,
209 Walnut St., Jenkintown, Pa.

Mail	4
Voice of Experience	7
Industrial Cleaning Materials Francis A. Westbrook	8
Efficiency in Purchasing F. W. Lingley	12
Silhouette Studies 9: Leonard Heseltine Swinbank	15
The Walsh-Healey Act Stuart F. Heinritz	17
The Market Place	23
Personalities in the News	28
Is Silence Always Golden? W. J. Auburn	30
Obituary	33
F. O. B.	34
Price Fixing Upheld	35
Business Book of the Month "New York Advancing"	36
Among the Associations	38
Pittsburgh's Contribution to Fiber-Container Manufacture W. F. Viehman, Jr.	42
Booklets	45, 47
The Sherlock Holmes of Purchasing	46
New Products & Ideas	48
Index to Advertisers	55

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Cartoon Comment

To the Editor:

Enclosed. . . one dollar per year for future issues of PURCHASING. The cartoon on page 16 of the November issue is almost worth the money.

Philadelphia
November 20, 1936

H. W. E.

To the Editor:

If the University P.A. had been willing to pay \$4.31 instead of \$3.14, the shirt might not have torn so easily and he would have been spared his mental an-

guish. And by the way, there's many a University Coach who would have been delighted to order a gross of touchdowns at \$3.14 per.

J. S. M.

Brooklyn
November 23, 1936

Cash Customers

If memory serves me well, I was a charter subscriber to *The Purchasing Agent*, and I believe this now makes me a charter subscriber to PURCHASING.

J. C. F.

Rochester
December 3, 1936

I fully agree with your conclusion to start charging for the magazine, which is very good reading, and I am more than pleased to be one of the first to send in a paid subscription. I feel that. . . the magazine offers the best possible opportunity for the expression of the things we stand for and hope to accomplish.

A. W. A.

Portland, Oregon
November 27, 1936

Referring to your notice in the November issue, I would like to be one of the first to subscribe for three years to your magazine. Check attached; please do the necessary. I enjoy reading your magazine, and it has some good "meat" in it for the purchasing agent.

C. H. K.

Seneca Falls, N. Y.
November 27, 1936

Attached is our subscription to PURCHASING for 1937. Our expression to your subscription plan is as above, and we vote 100% as to the value of the publication for any purchasing department file. Let me compliment you on the type of publication you have been able to maintain, and on the interesting nature and value of the items appearing monthly. We are only too glad, as a company, to join in furthering your desire for a still bigger and better publication.

L. C. W.

Grand Rapids
November 20, 1936

Conversation

To the Editor:

The matter of business conversations (p. 34, your November issue) is doubtless a very important one, and I dare say that each of us may profit by the excellent suggestions noted in the review. There is one point, however, that is not covered and which many purchasing agents will agree is the most acute problem of all. That is, how to terminate a conversation when it has served its purpose.

After more than fifteen years of buying, I have yet to discover a completely reliable method of inducing the salesman to retire when the business of the interview is ended. I may stand up at my desk, and he stands up too but the conversation still goes on. Consequently, although I am against the practice in principle, I still do a good deal of my interviewing across a rail in the reception room. Then if my caller doesn't see fit to leave graciously at the proper time, I am able to leave him, and I do not feel that the discourtesy is all on my part in taking this course.

W. M. B.

Chicago
November 25, 1936



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As announced last month, the time is now at hand for a change in circulation policy. Effective with the issue of January, 1937—next month—distribution of PURCHASING will be on a paid subscription basis.

Literally hundreds of readers have assured us during the past four weeks that they have found the service essential and found the demonstration a success. They have indicated their active approval of a move to place the only national publication devoted to purchasing upon a plane of accepted publishing standards commensurate with the dignity and importance of the field it serves—the sound basis of a paid subscription list, at a nominal rate.

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Voice of Experience

A GREATER perspective of time is needed before we can reach any broad or well considered opinion as to the historical significance of the year now drawing to its close. But in the specific field of purchasing, the conclusion has for some time been clearly apparent. Industrial buyers will remember the year 1936 as marking the return of the sellers' market.

The symptoms are unmistakable—rising prices and rising costs, sustained demand, high rates of industrial activity, shortening inventories at the source, delayed deliveries, customer quotas, shortages of skilled labor, labor unrest.

To find a precedent it is necessary to go back to the period of the post-war boom. For during the prosperity of the Coolidge era the commodity market had already started its long, slow sagging trend; and under the code philosophy which sought to establish a condition by decreeing the symptoms, business was coping with artificial forces—both stimulus and curb—and not with the natural and compelling forces of economic law. Today the fact has caught up with the hope.

It is in a sellers' market that industry has most need for the skilled services of the purchasing agent. Not only because of the generally expanding activity that increases the volume of buying. That experience finds a parallel in virtually every department of business. But because rapidly rising costs place a very definite responsibility upon every executive who exercises a degree of control over this factor; because greater foresight is needed to insure uninterrupted operation; and because under these conditions every tactical advantage tends to be on the sellers' side.

That situation can be dealt with intelligently and constructively, of course. It's part of the purchasing agent's job. But the import and the implications are far reaching. It is no time for a theoretical approach.

Repeated surveys of the purchasing agent field indicate an average length of service in purchasing work of slightly under a dozen years. If we go back fifteen years for a precedent in actual working conditions, it is obvious that a very considerable proportion of purchasing men, of the post-war business generation, have not had the advantages of personal experience in buying under a comparable state of affairs.

Gradually broadening inventories at the majority of plants, a general tendency to lengthen the period of coverage in advance, and a sharp increase in wholesale and jobbing activity, are practical evidence that purchasing is gearing itself to the new market condition.

But the experienced buyers know that such policies, sound as they are, may not be the complete answer to purchasing in a sellers' market. Now the single purchase is less important than the source; the problem of terms is secondary to the prime essential of getting the goods. The customers priority list is coming back. Textile mills are booked through June; copper is selling four months ahead because three month deliveries can no longer be guaranteed. Substitution may shortly become a matter of necessity rather than expedience.

The older buyers have been busily strengthening the bonds of mutual interest and confidence between their companies and their vendors. That is the practical working out of a Supply Security Act. The voice of experience speaks and all buyers will do well to heed it before the situation grows too acute.

STUART F. HEINRITZ, EDITOR

INDUSTRIAL CLEANING MATERIALS

Production efficiency and maintenance economy frequently depend on a proper choice of cleaners for the job in hand

FRANCIS A. WESTBROOK
Consulting Engineer

(Photos by courtesy of Oakite Products, Inc.)

INDUSTRIAL CLEANING is constantly becoming of greater importance and more of a specialized art. It enters into process work, before and after plating, in many other operations on metal parts, preparation of surfaces for painting, the washing of bottles, clothes, and so on at great length. In addition there is the question of washing floors and walls in all sorts of industrial establishments, from machine shops to food producing plants. Obviously the cleaning "compound" that will give the best results depends on conditions, the kind of foreign material to be removed, the parts or goods or premises to be cleaned, and the processes involved. A great deal of laboratory work has been done on this subject and excellent results have been obtained in countless instances where the problem seemed almost hopeless for a long time. Today there are materials and methods for cleaning almost anything that needs to be cleaned and it is possible to develop new combinations for new conditions as they arise.

General purpose cleaning as compared to special purpose cleaning has great advantages from the standpoint of simplification. In one sense, a material which has cleaning ability for one operation should have some degree of cleaning ability for

other cleaning operations. Consequently, where a plant is of moderate size, where the varieties of foreign matter to be removed are not too great, and it is desired to have only a few materials on hand, it is possible to select a cleaning material which in many cases will give a perfectly satisfactory and reasonably economical job on several cleaning operations. On the other hand, where larger production is involved, both better production and greater economy can result from the selection of several different cleaning materials, each made specifically for the one type of work which it is intended to perform.

As regards the question of the mechanical aspects of cleaning in combination processes, it may be pointed out from experience that both the chemical and the mechanical phases of a combination cleaning operation must be correct for the particular conditions in order to have the results satisfactory and economical. For example, on the chemical end, cleaning has been classified according to many different types of foreign matter which are to be removed, and also many different types of surfaces to be cleaned. In consequence approximately fifty different industrial cleaning materials have been developed and are on the market, in addition to countless

One general purpose cleaner or a special compound for each job

?

Price per pound or cost per unit

?

Does "clean" mean the same thing in dairy and power plant

?

Dip, scrub, spray or pressure

?

What's the life expectancy of a cleaning solution

?

Protective film or free rinsing

?

Get rid of the dirt but what about the surface

?

Can a cleaning process be speeded up to keep pace with production



others which have been made for special conditions but for which the call is not great enough to warrant general merchandising. The fifty standardized materials referred to have been designed to meet the range of requirements from light cleaning to the heavy type most widely found in industrial practice. These materials also take into consideration the delicate types of surfaces which must sometimes be cleaned, the safe and pleasant working conditions of the operators and so forth.

On the mechanical phase there is an almost infinite variety of mechanical principles and devices which must also be correctly selected for the particular cleaning job in hand. These of course include industrial washing machines, conveyors through cleaning tanks, pressure cleaning devices, both air and steam, automobile washing equipment, dishwashing machines, circulating systems, and so on. Tank cleaning is very often the most economical method of cleaning, and as cleaning compounds are being developed for the removal of a wider and wider variety of materials its use is being extended. The design

of the tank must, of course, be varied according to the parts to be cleaned, and some means of agitating either the solution or the objects to be cleaned is practically always desirable.

There are commercial cleaning agents for many different purposes, and these are different for steel and iron parts, aluminum and its alloys, die castings, and other chemically active metals. In addition, the material to be removed must be considered, such as whether it is a light mineral oil or a heavy carbonized deposit, whether the work is to be left clean and bright or whether it is desired to leave a rust preventing film on it. In many cases the parts must be left chemically clean and this calls for a free rinsing material.

In general it may be said that cleaning is speeded up by increasing the concentration of the solution. The useful life of a solution depends very largely upon selecting the right material for the work in hand. There is titration equipment available whereby it is possible to control accurately the minimum amount of material which must be added to keep a given solution prop-

As simple an industrial unit as the corner filling station involves five different types of cleaning—driveways, pumps, office window, signboard, and illuminated advertising globes. There is a best way for each of these operations.

erly. Maintenance of the proper temperature also adds to the life of a solution as well as to its effectiveness, and for this reason careful temperature control is very desirable.

No sure-fire rules can be laid down for selecting the most suitable cleaning material for each cleaning operation—that is where the good judgment of the purchasing agent is invaluable. But some proven principles can assist as a guide.

1. If purchasing for a small plant, try to get one or two materials that have sufficient range of cleaning ability to perform suitably on all the cleaning work.

2. For a larger plant, select several cleaning materials each more highly specialized for the different classes of work. Greater speed and economy results from materials perfected for each different type of cleaning. For example,

- for electroplating, vitreous enameling, food plants—free rinsing.

for sterilizing—high chlorine, low alkalinity.

for heavy duty—a material active, but safe, etc.

3. In judging the materials, actual shop experience is frequently the surest guide, and purchasing agents cooperate with their superintendents or department foremen to determine the most suitable materials. Some of the points considered are:

- (a) Ability to actually do the work thoroughly.
- (b) Speed or ease of cleaning.
- (c) Economy (measured by unit of work rather than pound price).
- (d) Uniformity of materials and results.
- (e) Safety to operators, product, and plant.

4. Technical Service is important, in addition to the cleaning materials themselves. In such a wide field as industrial cleaning (including paint removal, special finishes, sterilizing, etc.) it is beneficial, if not imperative, that well informed service men are available to assist in the proper application of the materials, training of operators, and furnishing data on operating methods.

A few specific instances of what has been accomplished in several

different industrial fields will give a much better idea of the points which we have just been considering. The food industries provide a number of good examples for sanitation and cleanliness, as well as purity of the products. The plant, the processing equipment, and the containers which are to hold the food must all be kept clean. Thus in a mayonnaise plant it has been customary to clean the mixing and filling machines with a soap powder which was not well adapted for this kind of service, and it was a laborious, time-consuming job. After some investigation a very good commercial cleaning solution was used which was placed in the machines and brushed around and did the cleaning in something like five minutes. After the solution is drawn off, the vessels are rinsed until thoroughly clean.

In another plant specializing on canned baked beans, trouble was experienced cleaning the cans until the right material was employed with boiling water in the proportion of $3\frac{1}{2}$ lbs. of cleaner to 100 gallons of water, which cleans the cans in one minute or less, one make-up solution being good for 20,000 cans.

It is also necessary to clean and paint the various items of equipment in a food plant and this means the frequent removal of layers of old

paint. This can be quickly and easily done by strip compounds to be found on the market, which are very economical in comparison to the slow and laborious manual methods of removing by scraping, etc. The application of such solvents is followed by a pressure rinse.

When it comes to sterilizing, the dairy industry affords an excellent example of what can be done. In this industry, as in many others, chemical sterilization is the most satisfactory and economical for this work. Compounds containing available chlorine are generally accepted for the purpose. It is, however, necessary to select compounds which have the most effective killing power, and it is worth bearing in mind that those having the greater alkalinity are slower in acting on bacteria. It is therefore desirable to obtain compounds in which the amount of alkali is controlled. Different grades of calcium and sodium hypochlorites contain varying amounts of alkali, and when purchasing these materials for sterilizing purposes it is necessary to see to it that they are of the proper analysis to produce the best results. Furthermore the less alkaline materials are less likely to attack aluminum and tin surfaces. Very good materials are available on the market which need only to be dissolved in warm water for immediate use and which are easily rinsed off and leave no residue.

An illuminating example of the advantage of using an efficient cleaning compound previous to plating was the recent experience of a fishing tackle manufacturer in the production of chromium plated reels. Before plating it is necessary to put the brass parts through a buffing operation which leaves a residue of oil, grease and buffing compound. The parts were im-



Steam pressure may be used to force the cleaning solution on heavy parts and into inaccessible locations, such as on tractors, hoists, and dredging machinery. The heavy duty solution flows by gravity to the smaller hose, and steam comes through the larger hose. They combine in proper proportions in the mixing head near the nozzle.

Even large and heavy parts may be handled by dipping into a cleaning solution. Here are locomotive and railway salvage parts about to be dipped in a large tank of heavy duty cleaning material.

mersed in a cleaning tank in which they were given a brushing, but even so there was difficulty in removing the buffing compound. Rejects were frequent and production was seriously slowed down for this reason. The difficulty was taken care of by immersing the parts in a proper solution for two minutes and then in another solution which leaves the surfaces chemically clean. This eliminated the brushing operation entirely and rejects were practically done away with, thus speeding up operations very materially and reducing costs. Similar experiences are on record with bright nickel plating.

The demand for increased production in the plating department of the Washburn Co., Rockford, Ill., was similarly met by improving the cleaning process. In fact in some cases the cleaning time was reduced from six to two hours. Formerly the preliminary cleaning, preparatory to bright nickel plating, was done in an oblique tumbling barrel with caustic soda or soda ash, which is slow in removing mineral oils and grease because they are not saponifiable. It was found that by immersing the parts in a tank with a boiling solution of a proper commercial compound that the oil and grease could be entirely removed in a few minutes.

Another field where a great deal of time and labor are being saved is in the repainting of tanks and transformers installed outdoors, and removing rust from them. This is known as the hot flow method of paint removal. It consists of pumping a hot solution all over the transformer and catching it in a canvas catch basin at the bottom and using it over and over again. The beauty of this spray method is that otherwise inaccessible parts of the transformer are readily reached, including the tubes or fins, back, etc. No scraping is required, and a clean surface is secured. After the paint has



been removed, the same equipment is used to spray on the rust solvent which effectively removes the rust without manual effort. It is possible to remove the paint in this way from a 2,500 KVA transformer in four hours. In another instance this method was followed by a lighting company having twenty-one pressure storage gas tanks 35 ft. long by 11½ ft. in diameter. In this case the tanks had been installed without painting in order to remove the scale from the heavy hot rolled plates by weathering. Naturally this was accompanied by rusting and when the time came for painting the rust had to be removed. Three men were set to work to do this by using pneumatically operated steel brushes and it took them nine days to do one tank. This was reduced to one day by using the rust solvent applied as a spray, although it could also be applied with a brush.

The use of proper cleaning compounds can also be of great help in power plant maintenance. An instance of this occurred in an eastern plant where an oil fired boiler was put out of commission because the fuel oil preheater broke down permitting several hundred gallons of oil to get into the boiler. At first it was thought necessary to take it down and retube it, but business was active and the delay entailed was not to be tolerated. The pro-

cedure followed was to fill the boiler with water, 1,500 gallons, add the proper solvent recommended by an outstanding supplier, and heat it with a wood fire to near the boiling point, for eight hours. As the oil was loosened and came to the surface it was drained off at the top and finally skimmed. The boiler was then drained and given a pressure rinse. This was followed by a repetition of the process, only this time the steam pressure was raised to 2 lbs. After skimming, draining and rinsing the second time the boiler was clean and ready for service. The whole process took no more than twenty-four hours.

Cleaning steam surface condensers may also be done by the use of solvents which eliminate the expense of taking off the headers and rodding the tubes or blowing plugs through them. As a general thing the deposit on the water side of the tubes is of two kinds—a soft, slushy film and a scaly deposit. One kind of commercial solution is applied hot to remove the first of these and another kind of solvent used cold is applied for the removal of the second. A permanent equipment for doing this and keeping the condensers in good condition all the time is easily and cheaply installed. It consists merely of a tank, a pump and some piping by which the solu-

Continued on page 54

EFFICIENCY IN PURCHASING

F. W. LINGLEY

IN SPITE OF ALL that has been said and written on the subject of efficiency, there still exists a considerable difference of opinion as to what it really means. Nearly every person uses the word in daily conversation, but it is doubtful if one in a thousand could, off-hand, define it correctly.

In the following discussion the writer has attempted to make clear the meaning and purport of efficiency as applied to the conduct of a purchasing department. As his authority, he quotes from the dictionary which tells us that to be efficient means "Acting, or having the power to act effectually—competent, capable; or productive of effects, causative." "Efficiency" is defined as "the character of being efficient—effectiveness," or, in mechanics, "the ratio of effect produced to the energy expended." That being so, it follows, in terms of mechanics, to produce the same effects with less energy is efficiency up to a certain point; but to produce more effects with less energy is efficiency carried to the highest degree, which is the intended and desired aim of efficiency properly applied and the proof of its value.

When we speak of "effects" we refer to the results brought about by such application of efficiency. In manufacturing it may mean larger production, better sequence of operations, installation of more modern machinery, improved working conditions, elimination of waste, a more comprehensive accounting system, and so on—in fact, any betterment or improvement that will conduce to the standing or financial condition of the company. When we speak of "energy," which can be interpreted in many ways, we do not refer particularly to machine or man power; it may cover that, of course, but the term is equally applicable to research, negotiations, correspondence and all other effort required to bring about the adoption of desirable changes or betterments that will place the business on a more efficient and paying basis.

Many people have made the mistake of assuming that efficiency means lowering wages and cheapening the products so that selling prices can be reduced in order to meet competition. While it is possible that one or two such conditions might become a part of an efficient plan, the assumption, as a whole, is far from the truth. The mission of efficiency is to make the way easier and more logical; whether its adoption reduces or increases costs has no bearing on the question. It has been shown, many times, that replacing a low-priced material with one costing much more has resulted in larger sales of a better product; and we often read of important manufacturing concerns discarding practically new machines that have cost thousands of dollars, and re-

placing them with others still more modern, more expensive and more productive, as a part of their efficiency program. The advantage of such drastic changes is not always immediately apparent, but such far-sighted concerns are building for the future, keeping their plants up to date and their machinery from becoming obsolete.

Speaking broadly, efficiency is the ability to apply common sense to procedure, coupled with adoption of approved methods and processes that will produce desired results with the least expenditure of energy and without overlapping effort—in other words, doing whatever must be done, whether it be manufacturing, purchasing or other activity, in the right and logical way. Any other way must, necessarily, be inefficient.

Efficiency is looked upon by some of the younger generation as an outcome of modern research. It is true that some of its forms and applications have been advanced and developed in recent years, but it is nothing new. Progressive concerns that were established long years ago and are still doing business, must have been efficient, otherwise they could not have prospered and stayed in the race. But since the entry of the efficiency engineer into the field of business science (which is not so many years back), the praises of efficiency have been sung and its advantages extolled to such an extent one might easily believe it was exploited as a newly discovered force and a panacea for all the ills with which business is beset.

Prior to the World War little was known about mechanical accounting, motion-study, time-saving processes or the other forms of efficiency, partly because business was conducted in a more leisurely fashion and partly because competition was not nearly so keen as it is today. Our entry into the War brought us, suddenly and unpreparedly, face to face with a pressing need for speedier methods in all branches of industry, for manufacturers were compelled to immediately increase their output to take care of the War demands. In the face of abnormal urgency, rapidly rising prices and the impossibility of procuring additional machinery overnight, they could not have met the emergency except by instituting more efficient plans for speeding up and increasing production with the equipments then on hand. Thus the War created a demand for the efficiency engineer's services which demonstrated to industry that production could be increased by the same effort, and even by reduced effort, if it were efficiently applied. In the present era of sharp-edged competition the value of this lesson must not be underestimated, for the need of efficient methods today is as compelling, if not more so, than during the War.

Like all worth-while things, efficiency has been (and, to a certain extent, still is) maligned because not understood. In the earlier days it was used as a cloak by untrained quacks, posing as experts, for the installation of alleged efficient systems, many of which were so badly designed and fell so far short of what they were supposed to attain, it is difficult to understand why otherwise intelligent executives would have adopted them, except on the premise that they must have been uninformed regarding the principles and objects of efficiency.

Some of such misnamed "efficiency systems" indicated a nefarious plot to make us use as much paper and printing as possible, on the theory, evidently, that the more forms that could be designed or the more duplication for which they could find an excuse, the more efficient would their systems be considered. Instead, they proved just the opposite, for they not only gave misinformation but wasted valuable time and effort. Fortunately, through education and costly experience, most of such inefficient systems have now been discarded; executives have come to a better understanding and appreciation of what may be accomplished by real efficiency.

As to whether an efficient system will produce results in less time or require more forms than the system which it replaces, are questions of small import. Speed, while desirable, does not necessarily mean efficiency; and if the system calls for the use of more forms and duplication to make it truly efficient, well, so be it—paper and printing are cheap enough and their costs are minor considerations compared to the advantages to be gained. Unfortunately this question of multiplicity of forms has been given entirely too much importance by some executives, and has created in their minds a prejudice against adopting efficient methods. They overlook the main point, viz: The aim of efficiency is to produce the effects desired no matter what it involves in the way of forms or detail.

The writer knows an estimable lady who prides herself on her efficiency. Her kitchen is arranged with small bins in which are kept dry groceries, fruit, vegetables, etc., and as they run down she buys new supplies, placing them at the back and bringing the old to the front. From an efficiency standpoint she is entitled to a medal, but her family never enjoys anything fresh. This may be called "efficiency overdone."

The writer also recalls the story of a salesman watching a colored man trying to paint a fence with a brush worn down to two or three dozen bristles. "Say, Rastus, why don't you be efficient and get yourself a decent brush? You could do twice the work and do it much quicker!" The colored man replied, "Ah don't know nuffin 'bout dat yere fishy stuff, boss, but yer see ah aint in no hurry and ah aint got twice the work to do!" A case of efficiency misunderstood.

These are given merely to caution against the adoption of any system in the purchasing department that is likely to be open to criticism from an efficiency standpoint. Purchasing is such an important arm of business

its department should be managed on the most efficient plan it is possible to devise.

No matter how well planned the system may be, care must be used to see that it is not overloaded with extraneous and time consuming detail; it is so easy to overdo it. And once a system is approved and established it must be strictly adhered to, or it will soon become an inefficient one.

The efficient purchasing department should be organized on a plan of logical sequence with a definite object; it should be sufficiently manned to allow of expeditious performance of the several duties, and its office so arranged that the work shall proceed smoothly and without hindrance; its system should consider all angles and factors, provide for likely changes and contingencies, and cover the complete detail without overlapping effort. Its records must be carefully kept, for they are all the department will have in proof of purchases consummated and money expended. The department must faithfully abide by the policy and regulations as laid down by the Purchase Manager; and it should be kept supplied with authentic statistical data from which can be made a careful study of general business conditions, market trends and price fluctuations. It must be always on the watch for new sources of supply and substitutions available; and, what is most essential, it must have, at all times, an intimate acquaintance with its company's major material needs, both immediate and prospective, and a thorough knowledge of its production methods.

Such cooperation and information will assist the Purchase Manager in forecasting the future, as far as humanly possible, and determining the opportune time and the quantities to purchase; for the essence of efficiency in purchasing is to know when and where to procure the right quantities on the most advantageous terms, and to be assured that what is purchased will be delivered according to specifications.

But it cannot be done except by eternal vigilance, close study and correlation of the several factors; for efficient purchasing brooks no haphazard guess work.

All savings effected by an efficient purchasing policy become the prime profits of the company, and, to justify its existence, such profits should originate in the purchasing department.

A celebrated economist once ventured the remark that "The purchasing department was created not to spend money but to save it." This may be pardonable hyperbole, and, while it conveys the thought, it might better have been put: "The purchasing department can save money by spending it wisely and efficiently."

THE AUTHOR

F. W. Lingley, for many years purchasing agent of the American Hard Rubber Co., was one of the founders of the N.A.P.A., and is the author of a history of the first ten years of that association.



P.A.: "Hm-m! Just the same as I bought for our customer list. That fellow must have been a high-pressure salesman."

SILHOUETTE STUDIES

9: Leonard Heseltine Swinbank

IT IS QUITE A distinction to be the largest industrial buyer in the British Empire. Most of us, having gleaned from books and motion pictures an impression that the typical Englishman is diffident, reserved and unapproachable, might expect those characteristics to be accentuated in the case of a man who supervises the spending of more millions (in pounds, not dollars) than any other buyer for private industry in the domain of the never-setting sun.

But Leonard H. Swinbank, Controller of Purchases for Imperial Chemical Industries Limited, radiates courtesy and geniality to callers at his business office at Milbank, in the south-western district of London. Nor is accessibility to him reserved for special visitors, such as this interviewer. When he is not engaged by appointment or at conferences he likes to have salesmen (they are called "travelers" in England) stop at his office for a greeting before or after their negotiations with members of his staff. He is always ready to listen to a salesman with a real or fancied grievance, but on the rare occasions of this nature he requires the attendance of any or all of his staff who may be concerned in the discussion.

TWO PROFESSIONAL documents are prominently displayed in Swinbank's large and beautifully appointed office. One is his membership certificate in the Purchasing Officers Association, the British counterpart of our N.A.P.A. The British association, founded five years ago, was incorporated last year. That formality enables the association to issue membership diplomas, conveying the right to use the symbol: M.P.O.A. Swinbank's diploma, No. 1, was publicly presented to him at the annual meeting

of the association a few weeks ago. That ceremony was a tribute to his zeal, as a charter member, first chairman and president, and subsequent active participant in the conduct of the organization.

The other document lists the principles and standards of purchasing practice established by the N.A.P.A. A familiar sight in thousands of American purchasing offices, the placard is probably the only one of its kind displayed in England. Swinbank is proud of it, not only because he believes in and follows the advocated principles, but because it conveys the information that he is a member of the N.A.P.A. He acquired that status by joining the Hamilton (Ontario) Association in 1930.

THOROUGHLY BRITISH in birth, upbringing and tradition, Swinbank nevertheless has a keen liking for Americans and an even keener appreciation for American business technique. Partly that may be attributed to his early business training, which began when he was eighteen. From the start he was engaged in purchasing, and before long he came in close contact with American business men and methods.

Originally he planned a pedagogical career. Born in the moors of Yorkshire in 1878, with a family background of old Yeoman stock, he showed facility in studies as a boy and won a scholarship at Giggleswick, an English public school. (That term, incidentally, applies to what is called a private or preparatory school in America.) He specialized in natural science and mathematics, aiming for an appointment as teacher in those subjects at one of the public schools.

But business beckoned and he heeded the call. About 1897 he

began his apprenticeship in purchasing with the firm of Kynoch, Ltd., manufacturers of ammunition. Three years later, at the age of 22, he was employed as buyer for the English Electric Manufacturing Co., Ltd., at Preston. The concern was an offshoot of the Walker Co., of Cleveland, and the manager and most of Swinbank's colleagues were Americans. Subsequently the company merged with a Scottish manufactory, and Swinbank joined the British Westinghouse Co., Ltd., as assistant purchasing agent, again associating with many American officials. Ten years later he became assistant manager of buying for Brunner, Mond & Co., Ltd., manufacturers of chemicals. At that time the company was associated with the Solvay interests at Syracuse, so his contact with American executives and business procedure continued.

In the post-war decade the tremendous merger represented by the Imperial Chemical Industries Limited was accomplished. Literally, what is termed by us a holding company, the central organization controls, either through subsidiary or associated companies, the manufacture of chemicals, dyestuffs, explosives, fertilizers, lime, metals, paint and lacquer and related products throughout the British Empire. Swinbank's employers joined the merger, and in March, 1927, he was appointed Controller of Purchases for the entire organization.

DURING THE INTERVENING years he has developed the purchasing procedure of the company to a point of remarkable efficiency. A profound student of all matters pertaining to buying, he is well acquainted with American purchasing methods. His earlier contacts and reading in that field have been sup-

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plemented by personal investigation of the purchasing departments of large corporations in the United States and Canada. Undoubtedly he has gathered and put to use many ideas as a result of those studies, but his department is patterned on his own visualization of the needs of his company.

Under his supervision purchasing is sectionalized by groups of commodities, each section being headed by specialized buyers. A purchasing manual, more complete in form and text than those issued by most large corporations in this country, serves as a guide for purchasing policy and procedure in all subsidiary companies. A program of standardization and research designed to simplify the purchase and storage of materials has already accomplished large savings, although Swinbank believes this phase of his work is still in the primary stage. On the point of direct or emergency buying by subsidiary plants, the central control is much more rigid and successful than the general practice in the United States.

Though he purchases in virtually all markets of the world, Swinbank adheres to the policy of buying British Empire products whenever that procedure is practicable. He is anything but dogmatic—in fact, he is likely to go to extremes in reasoning rather than arguing against opinion he knows to be wrong—but he does not hesitate to express his convictions. For example, he believes the question of stores control by the purchasing department is not soundly debatable, since only the man who knows markets, studies business trends and is responsible for expenditure can properly regulate stocks. He is emphatic on the point that no buying transaction is successful unless it is mutually satisfactory.

IN BRITISH PURCHASING circles Swinbank clearly heads the profession. In his own organization he is looked up to with respect, remarkable loyalty, and something approaching reverence. Apparently there are only two reasons why anyone resigns from his staff. One is the case of girls who leave to get mar-

ried. The other is an occasional request from some other business organization, coupled with an attractive offer, for a man who has been trained under Swinbank.

Despite his quiet, almost reserved demeanor, Swinbank is definitely what Mr. Pettingell would term a "mixer." That was demonstrated when he attended N.A.P.A. conventions in 1930 and 1934. He addressed the convention on each occasion and was sought out by many of the delegates who were stimulated by his ideas. During the 1934 convention he was initiated a member of the Hendricks Club, an honor usually accorded only past officers of the national organization.

A member of the famous St. George's Hill club, Swinbank is merely a passable golfer. He likes bridge but regards himself as lucky rather than adept at the pastime. His major hobby is gardening. He lives, with Mrs. Swinbank, in a beautiful home at Weybridge, and there his love for flowers and shrubbery finds full expression. His expert knowledge of plant life is recognized by all his friends and business associates, and many come to him for advice, suggestions, and occasional seedlings from his gardens.

Swinbank's eldest son is at Oxford, specializing in economics and philosophy, with honor standing in his studies. Two other boys attend Charter House and his youngest child—a daughter—is a student at Harrogate College.

"There's only one real fault with Swinbank," volunteered an associate to whom the question was put. "He doesn't put himself in the show window as much as he should. He is so modest that one has to know him for some time to appreciate the breadth of his knowledge, understanding and personality."

Maybe. But that innate modesty seems, at least to this observer, one of the reasons why Leonard Swinbank has acquired as many friends in his profession, not only in his own country but in ours. And perhaps it has played a part in the success he has achieved in his business and family life.

—L. F. B.

PURCHASING

THE WALSH-HEALEY ACT, approved on June 30th and effective on September 28th, 1936, is limited in its application to transactions in which the government stands in the role of buyer in a purchase contract. It requires the supplier to stipulate that in fulfilling the contract he will not make use of child labor or contract labor, that certain standards of safe and sanitary working conditions will be maintained, and certain regulations as to maximum hours and minimum wages will be observed. Violations of this stipulation carry heavy penalties in the form of damages, besides cancellation of the order and blacklisting for a period of three years on all government business. In other words, the purchasing power of the government is used as the means of enforcing labor regulations.

In a sense, therefore, the industrial significance of the Act is limited to the marketing and operating policies of those sellers for whom government purchases represent a major outlet. This in itself is no small consideration, for the business of government is a very sizeable enterprise. Governmental purchases, even in normal times, are important to industry both as to their volume and diversity, and that importance has been enhanced during the years when the activity of governmental agencies has been greatly increased both actually and in proportion to private industrial demand.

But from the standpoint of governmental purchasing policy and public interest, the Act has far-reaching significance. The development of better organization and methods in governmental buying



The Walsh-Healey Act

Federal purchasing ceases to be a procurement function and the government's material needs are used—unsucessfully—to force compliance with a labor program

STUART F. HEINRITZ

has been predicated on the belief that it is a responsibility of those charged with the expenditure of public funds to get the greatest possible mileage and value from the tax dollar. This responsibility, being absolute and not comparative, is even more exacting than the industrial buyer's problem of keeping his company in a competitive position on material costs.

Methods

The past two decades have witnessed some very sound development of governmental purchasing organization and practices to this end. We have achieved a considerable degree of centralization of purchase authority. We have seen the standard of purchasing personnel in public service steadily rising, with more attention to qualifications and training, and through the application of civil service methods. We have developed and prescribed methods of procedure which insure adherence to basic principles of quality specifications, competitive bidding, and the like.

This has meant the introduction of a good deal of red tape, occasionally giving rise to ridiculous situations and frequently curbing the initiative, resourcefulness and judgment of the buyer where an industrial purchaser might cut corners and use these qualities to good advantage. But on the whole such handicaps can be justified as safeguarding the public interest; the red tape is intended as a guiding thread, not as an entanglement or a barrier.

Policy

In both public and private purchasing, however, the effectiveness of a buying program depends more on the general governing policies than on the technique of any single transaction.

Sometimes it is the purchasing department itself that sets the buying policy for industry. Sometimes it is the general management of the company. When the two are in conflict—when management considers the purchasing agent shortsighted or narrow, and when the

purchasing agent considers management unwise—it is only natural that the ideas of management should prevail. For after all, purchasing is only one department and has to be coordinated with the rest. From the practical standpoint, the buyer must be an organization man. It's the duty of the purchasing agent, and the sales manager, the engineer, and the production chief, to try and persuade management to adopt the most sound and sane policies of doing business, according to their several lights. But all department executives cannot be successful debaters, and when the decision is once made they have to act accordingly.

In the business of government, policy is much more rigidly controlled by statute and by regulations imposed upon the purchasing officer by the administrative departments, which stand in the position of management just as the public stands in the position of the stockholders. That parallel is useful in examining the present situation.

Management Decides

There are many points of purchasing policy on which differences of opinion may arise between management and the purchasing department. In industry, there's the question of reciprocity, which purchasing men almost unanimously condemn as a serious obstacle to efficient buying, but which a considerable proportion of management executives consider to be the wiser plan. If that is the policy definitely adopted, the purchasing agent can only say, "All right. I'll buy only from our customers, but don't blame me if our material costs go up. You'll have to charge the difference to the sales department." And management is quite right in replying, "We're interested primarily in the final balance sheet, not in the distribution of expenses." There is a real question, of course, whether that final balance sheet will actually be more favorable as a result of such a policy, but that's for management to decide.

Then there's the policy of buying from local sources. The purchasing

agent may not like to be so restricted. He might do better by patronizing wider markets, including foreign markets. But—particularly in the case of utilities serving a local territory, and in the case of governmental units, whether local or federal, there's a lot to be said for fostering domestic industries. On the governmental balance sheet it's a nice question whether a possible saving on the tax rate may not be more than compensated by making it easier for the producer or dealer to pay the extra amount, even at the expense of slightly less efficient buying.

Other Considerations

Then there's the whole basic question of methods of operation. One of the chief aims of good buying goes far beyond the element of first cost, and seeks to effect economies of operation by procuring the equipment and material best suited to doing the job the best and most economical way. That frequently means more mechanization of processes. Governmental management in the past few years has tended to another philosophy. Bearing in mind the objective of relieving unemployment, projects and methods have been selected that stress the maximum use of personal services and labor, and the minimum use of materials. One of the major highway projects presented for governmental consideration goes so far as to specify that the work shall be done wherever practicable by horse and mule and manual labor. Industrialists would doubtless prefer to see trucks and tractors and heavy machinery on the job, burning up gasoline, supporting the activity of the petroleum, refining, automotive, machinery building, and other basic industries. But going back to that final balance sheet and setting it over against savings in the account for direct relief and against the immensely important though intangible account of our national morale, who can say that this policy—at least under emergency conditions—may not be the wiser course?

These examples are representative of one class of policy questions in

governmental buying. They are questions of judgment, and when management decides in a particular case, there may well be an end to controversy. The governmental buyer's job under such circumstances is to turn in the best purchasing record that he can, avoiding unnecessary waste and expenditures but working toward the common objective.

But the Walsh-Healey Act is in a different category altogether, and distorts the picture completely. For it is not truly a matter of purchasing policy at all. It discards every consideration of wise or prudent purchasing. It renounces the responsibility of conserving the tax dollar in the public interest and diverts that dollar to the utterly unrelated duty of coercing the labor policies of suppliers. There is no effort to strike a balance sheet that might justify a sacrifice of efficiency on the one side to achieve comparable gain in another direction. And there is tragic irony in the fact that the new regulation falls far short of accomplishing the purpose for which all considerations of good purchasing have been scuttled. The account has simply been unbalanced in both directions.

Objectives

In some of the recent litigation concerning the processing taxes and the Guffey Act, the principle was reaffirmed that taxation is only a means of obtaining revenue, not a means of subsidy or coercion. Similarly we are on sound ground when we state that the object of purchasing is the procurement of equipment, material, and supplies of suitable quality, delivered in the proper quantity at the time and place where they are needed, in an economical manner. When we find government purchasing utilized for the purpose of tax collection and the enforcement of labor legislation, we are shooting rather wide of the mark. We have the right to demand of our governmental purchasing men that they strive to do an effective purchasing job. But we haven't the right to expect or hope for such a result when purchasing

ceases to be their primary function.

The labor objectives of the Walsh-Healey Act are not really an issue in this discussion. Surely no one will quarrel with the elimination of child labor and of competition between convict labor with private enterprise. Safe and sanitary working conditions are wholly desirable. As to the setting of maximum hours and minimum wages, we may argue regarding the details, but certainly we are out of step with the times if we do not concede that these are definitely a part of the new industrial ideal. That was one of the major points in the national philosophy so overwhelmingly endorsed in the recent presidential election. But let's see what all this had to do with governmental purchasing.

Who is Affected?

Since the law specifically binds the company having contractual relations with the government, it was obvious from the start that the use of intermediary distribution organizations would be one way of meeting the situation. Presumably the wage and hour stipulations would apply only to the limited personnel of the wholesaler in such a case.

If this plan involves the setting up of wholly-owned subsidiaries for the purpose, it is rather clearly a case of evasion. But even if the manufacturer habitually observes the rates and hours contemplated in the contract there are good reasons for the indirect approach. The necessity of maintaining special time-distribution and payroll accounting records may represent additional cost and inconvenience; there is a possibility under the law that rates may be readjusted during the life of the contract; and the risk of heavy penalties for inadvertent violations is a strong deterring factor.

From the competitive angle, too, there may be low bids from non-conformist manufacturers through wholesalers who may qualify, but whose organization is so small that compliance means little difference in costs. If the manufacturer really wants the business, the only practicable way to stay in the running

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may be to follow a similar course, even though it entails the cost of an extra stage of distribution in order to meet a technicality. The wholesalers naturally exact from their manufacturers assurance against competitive direct bids.

The net result of all this—Effect No. 1 on governmental purchasing—is that the buyer's field of potential suppliers may be practically limited to the one distribution method, which, though eminently useful in many ways, is hardly the economical plan for large-scale transactions. We cannot expect efficient buying with such a setup. And meanwhile, having sacrificed good purchasing, the labor regulations have failed to reach their intended objective in manufacturing industry and their effects are limited to a small sector of the distribution trade.

Meaningless Exemptions

When the Act was passed, manufacturers placed much reliance upon two rather liberal and sensible exemptions in the Act. It was not to apply to contracts of less than \$10,000, or to goods customarily purchased in the open market. What has happened to these provisions?

On September 29th, the day after the Act was in force, the stipulations were attached to invitations for bids issued by the Army Quartermaster Depot at Philadelphia on requirements ranging from \$100 up, for the CCC. That may have been mere routine, and of course it didn't change the regulation, but it made a lot of suppliers hesitate over submitting a quotation.

And on September 14th, the Secretary of Labor issued a list of interpretations which stated that "less than \$10,000" meant "*a definite amount* not in excess of \$10,000" and that the open market provision exempted only those cases "where the contracting officer is authorized by statute or otherwise to purchase in the open market without advertising for proposals." Even slight familiarity with the statutes on public purchasing will immediately show that such cases simply don't exist. Effect No. 2 on governmental purchasing: Intimidation of the seller

and further restriction of possible supply sources.

Authority Denied

Then industry came seeking some further clarification of the regulations, and learned that policy determination is vested in the Public Contracts Board, appointed October 6th by the Secretary of Labor. For of course this is a labor law, and purchasing is only the means of enforcement. Effect No. 3 on governmental purchasing: Complete negation of purchasing department authority.

All or Nothing

There is one more important effect to be noted. Governmental buying technique has followed somewhat different lines of development than industrial technique, owing to the general practice of opening all bids at a specified hour and making the award thereon without recourse to further negotiation or the possibility of changing stated requirements in the event of unsatisfactory bids. The "goldfish bowl" which is the average public purchasing office was intended primarily as a safeguard in the public interest, to keep the buyer honest. But it has likewise made government business peculiarly susceptible to uniform bids on the part of suppliers, and this problem which has irked many an industrial purchaser is magnified for the public buyer.

He has the alternative of rejecting all bids and calling for a new proposal, but the offers are quite likely to come bouncing back at him unchanged. Drawing lots is unscientific and unsatisfactory; dividing the business achieves no practical end. The most effective means found for combating that situation has been the "all or nothing" plan. It is based on the theory that on an order running into serious money, a seller who might be satisfied with a split of the business is unwilling to run the chance of losing it all. Particularly he may be unwilling to see a competitor get it all. It has often been possible to get some real competition on this basis.

Under the Walsh-Healey Act,

that technique has been adapted with a different end in view—to raise the total order above the \$10,000 amount and thus bring it within the scope of the legislation. But unfortunately, the sellers' reaction to this policy has been that no matter how anxious they might be to secure a portion of the order, if they are not prepared to qualify under the stipulation of the Act the total order is of no interest whatever. Effect No. 4 on governmental purchasing: Even the time-tested methods by which public buyers have been able to achieve a reasonable measure of effectiveness in their work are now discredited and nullified, and potential supply sources are still further narrowed.

A Purchase of Trucks

Here is a recent example. In October, the Resettlement Administration requisitioned 28 trucks for use at Ithaca and New Woodstock, N. Y., and the job of purchasing them was turned over to the Procurement Division of the Treasury Department. Twenty-eight trucks is a nice piece of business for any manufacturer or dealer, even with the automotive industry running at the present brisk pace. From the purchaser's angle, it's an order sizeable enough to warrant getting some real competition, and the "all or nothing" plan was announced. Did the manufacturers flock to Washington with their bids? They did not. Just four companies quoted, and of these only one—The Corbitt Co. of Henderson, N. C.—quoted on the entire lot, and so was the only bidder eligible for the award. Incidentally, this company's bid was the highest received, and was characterized by officials as "too high to merit consideration."

So the bids were thrown out and the inquiry was resubmitted on November 2. And this time there were only two bids. Reo proposed to furnish the trucks at \$1,205.83 each, f.o.b. Lansing, plus \$56.31 per unit for delivery, less \$25.00 per truck for payment in twenty days. But they were interested only in seven units, or $\frac{1}{4}$ of the order, which figures out to a total contract

3
of \$9,834.98, just short of the \$10,000 limit. The Corbitt Co. again expressed a willingness to take the whole business, Walsh-Healey Act and all, but at \$1,526.26 per truck plus \$90.00 for delivery, and with a cash discount of $\frac{1}{10}$ of 1 per cent, or \$1.53 per truck for payment in 10 days. That's a net difference of more than 30%—\$377.59 per truck, and 28 times that amounts to an extra cost of \$10,572.52, for which the purchasing man cannot be held to blame, and which the purchaser in private industry could easily avoid. The labor objective has not been reached in the automotive industry, but is accepted only in one unit, and that dependent on the placing of the order. And the Resettlement Administration is still waiting for the trucks.

Serious Consequences

Concerning this situation, the *New York Journal of Commerce* commented:

"Government purchasing officials are understood to be concerned over the possibility that few, if any of the leading manufacturers will submit bids under such circumstances. The resulting contraction in the number of bidders on Government purchases obviously promises higher costs to the Government, perhaps even above the open market level. Sales in the open market entail no such burdensome restrictions as are now imposed by the Government. Especially at a time when private sales are expanding steadily, fewer concerns will be interested in the market provided by the Government.

"The Bacon-Davis Act, which imposes restrictions upon Federal Government building contracts, similar to those contained in the Walsh-Healey Act, had already demonstrated these dangers. At the very time when the latter measure was being debated, Government officials were querying contractor groups as to the cause of the decline in the number of builders bidding for Federal work. In recent weeks, several Federal construction projects have been delayed because bids submitted by contrac-

tors were judged too high, necessitating the refusal of bids and the calling for new offers. While the Bacon-Davis Act cannot be charged with all the blame for the decline in the number of builders bidding on Federal construction projects, and the higher bids submitted, the restrictions and red tape which now surround such work have been a major factor.

"The Walsh-Healey Act represents an attempt to retain and enforce certain NRA regulations by coercing those bidding on Government contracts. In practice, it does not achieve this objective. If Government business is concentrated in the hands of a relatively small number of concerns, the great majority of enterprises will not be affected by this effort. Those who are may evade the law by submitting bids through dealers or wholesalers, or otherwise. Thus, the chief effect may be merely to increase the cost of doing business with the Government, and hence the prices paid by the latter for needed supplies."

Government's Obligation

What does all this mean? How is Uncle Sam meeting his obligations as your purchasing agent and mine? Is he conscientiously trying to get the greatest mileage and value out of the tax dollar in his procurement of materials? Hardly. There is no justification, even on the "final balance sheet" theory, for any such discrepancies and flaunting of first principles of management.

Industry has found that a competent purchasing department is a very effective means of assuring smooth and economical operation, a source of savings and of profits, all the while working wholeheartedly with every other department of the business. Purchasing men and enlightened management have preached for two decades that a similar organization and conduct of public affairs would offer comparable advantages for the public good, and we have seen substantial progress made in this direction.

If all this work is to be scuttled now, it is a sorry day in the history of purchasing development. The

blacklist and the favored bidder belong to the dark ages of buying, along with the purchasing agent's percentage, the rubber stamp buyer, and all the other shortcomings and abuses of a bygone day. Competition that's so restricted has ceased to be worthy of the name.

Management in industry has learned how to use and profit from sound buying policies. Management in government seemed to be learning fast, but it's flunking the course rather badly now. It's time for a new examination in the very elementary phases of the subject so that we can start off again on the right track. The function of a purchasing department is to purchase. In that direction alone can it aid a government in fulfilling its obligations to the public for whom it buys and from whom it buys. Diverted from its proper purpose and used as an instrument for coercion in an unrelated field, purchasing power may prove a dull and ineffectual weapon indeed. The Walsh-Healey Act provides a demonstration of that truth.

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December 10, 1936.

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- Don't be fooled by the fact that commodity prices have increased only 5% as compared with a year ago and assume that a further marked increase is not ahead.
- Don't be fooled by advancing wage rates all over the country, accompanied by climbing raw material costs. Such increases must be passed on to the ultimate consumer.
- Don't be fooled by hand-to-mouth buying. This principle was sound during the early stages of the depression when a falling market prevailed. Hand-to-mouth buying impairs profits on a rising market.
- Don't be fooled by inventories which look large in terms of consumption in recent years. Remember that industrial activity has crossed the normal line. A new era of prosperity is directly ahead which will cause inventories that now appear adequate to decline rapidly.
- Don't be fooled by conflicting economic evidence. So long as economic assets (favorable factors) outnumber or outweigh economic liabilities (unfavorable forces) the fundamental trend must be toward higher levels.

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Wm. P. Helms, Vice Pres.

THE MARKET PLACE



*A quick review of the market
noting major developments in
supply, demand and prices of
selected basic commodities*

Supply

Demand

Market

BURLAP

CALCUTTA STOCKS OF burlap, which had declined about 2% in October, were down still further in November. Hessians declined $1\frac{1}{2}$ million yards to $95\frac{1}{2}$ million, and sackings declined 15 million yards to 79 million. October shipments to the U. S. were sharply up to 75 million yards, and held up well in November.

FOR THE FIFTH successive month, U. S. consumption of burlap increased in October, reaching a new high at 76 million yards. Consumers are generally covered for the next few months and purchases are at a moderate pace.

QUOTATIONS WERE FIRM, supported by better prices for raw jute, and heavy New York business. $10\frac{1}{2}$ oz. 40-in., quoted at 5.15 on November 1, went to 5.20 in the first week and to 5.35 at mid-month, holding that level for the balance of the month.

COAL

BITUMINOUS PRODUCTION continued to expand during November, attaining an average weekly rate of 9,700,000 tons. Total output for the first eleven months was 48 million tons, or approximately six weeks, ahead of 1935. Stocks at general industrial plants represented about 31 days supply; in steel plants, 28 days; and held by railroads, 22 days. The lake movement for the season is 8.2% ahead of the previous high mark set in 1929. In the domestic bituminous trade, there is an approach to equilibrium between slack and sized coal through the development of briquettes and stoker equipment.

THE WIDELY PUBLICIZED prediction that requirements would reach 12 million tons weekly by January has had a buoyant effect. Such a rate would tax the present capacity of the industry and remove any threat of overproduction. Current purchasing is approximately in balance with actual use. There is an active interest in year-end contracts for extended periods, but the varied contingencies that may be encountered present serious difficulties in arriving at adequate mutual contract protection.

PRICES ON BITUMINOUS coal firmed materially in November, but with no change in the published schedule. The outlook is for continued strength as the seasonal heating load adds its effect to expanding power and production requirements. Freight costs will apparently remain at present levels. Factors to watch: wage adjustments, and possible shortage of cars resulting in a tighter spot position.

COPPER

WORLD SUPPLIES OF refined copper were down to 356,785 tons on November 1, the lowest total in years. U. S. stocks were at 178,018 tons, down 10,702 from the previous month. Domestic production expanded 16%, to 72,895 tons, still some 3,000 tons short of domestic consumption. Most producers were completely sold through February and were taking orders for March delivery three weeks before the books for that month would normally be opened. Meanwhile some consumers are said to be covered on their requirements through April. Foreign production quotas were raised 10 points to 105% of standard, an increase of 35 points within less than three months.



CONTINUING THE RECORD sales rate of October, when 178,801 tons were booked, the first ten days of November witnessed sales of nearly 75,000 tons additional. For the balance of the month, however, a much more moderate tone prevailed, and the month's total finally stood in the neighborhood of 90,000 tons. Consumption continued at the high rate of previous months. Producers of brass pipe and copper tubing report sales for the first ten months of 1936 substantially in excess of any previous 12-month period.

COPPER HELD TO the 10 cent price level on November 1st, but the situation was tense with several producers anxious to advance quotations, encouraged by strong demand and a runaway European market. Brass ingots went up $\frac{1}{4}$ -cent on the 5th, and two days later the basic copper quotation was raised $\frac{1}{2}$ -cent to $10\frac{1}{2}$ cents, where it remained firm for the rest of the month. Talk of 12-cent copper is again prevalent in the trade, but with the foreign market weakening in the latter part of November no drastic further advance in domestic quotations seemed imminent. General tone as of December 1st was active but relaxed.

Supply

Demand

Market

COTTON

REVISED ESTIMATES OF the cotton crop, as of December 1st, were slightly higher at 11,934,090 bales. Ginnings are heavy, also movement to the mills. Large speculative holdings of December cotton are apparently liquidated. Quality of the crop in Texas is low.

IRON and STEEL

THE OUTSTANDING FEATURE of steel operations in November was their steadiness, the rate holding fractionally above 74 until the final week, when it went up to 75.9. The average for October (best in seven years) was 76.7. No large inventories have been built up, either by producers or users. Pig iron production and ore shipments are running far ahead of 1935.

LUMBER

LUMBER PRODUCTION AND shipments were down to 55% and 51% of the 1929 weekly average, due chiefly to the shipping strike. For the same reason there is a general shifting to the use of Southern pine and New England spruce. National stocks are not regarded as excessive at 4% above the 1935 figure.

NAVAL STORES

THE GOVERNMENT'S RESTRICTION program for 1937 follows substantially the same plan as during the past season, and aims to keep the crop down to 500,000 units. To achieve this level it will be necessary to have participation of 80% as compared with 65% this year. A total of \$1,710,000 is offered in subsidies, but the high rosin prices are strong temptation to produce at full rates. CCC holdings are now at 90,000 barrels of turpentine and 135,000 barrels of rosin.

PAPER

CANADIAN NEWSPRINT PRODUCTION was up 15% in October, U. S. production also slightly higher, but the combined figure is still 2% below shipments. Stocks at mill down to one week's supply. Ground wood supplies are limited, production geared closely to demand.

DOMESTIC CONSUMPTION OF 645,000 bales in October is the highest ever recorded for the month. Textile operations are at a high rate, and yarn sales at an all-time high. Orders for print cloth were in record volume, and a backlog of 450 million yards, or 15 weeks production, was built up in 60 days. World use in the last crop year reached a new high at 27,729,000 bales, nearly 1½ million bales above the crop.

RAILROAD BUYING WAS the chief factor of demand in October, large rail orders being placed in anticipation of a price advance. The automobile industry continued active, with an estimated output of 420,000 units in December, 15,000 more than in 1935.

NEW BUSINESS IS running ahead of current production. Demand for hardwoods, from the furniture, flooring, and automobile industries, is the best since 1931. Railroad purchases and domestic construction are also expanding.



DEMAND FOR TURPENTINE was nominal, but there was heavy buying of rosins by domestic and foreign users. Consumers are anxious to cover their requirements for some time ahead, while sellers are interested only in the near positions, in the belief that prices are not yet at the peak. Foreign trade is increased by the fact that Spanish production is practically at a standstill due to the civil war.

DEMAND GENERALLY BRISK. Box-board was less active in early November, but improved with a late holiday demand. Tissue particularly active. Newspaper lineage is up to the highest point in the recovery movement.

SPOT COTTON ADVANCED from 12.08 to 12.35 in the first third of the month on the basis of election results and a sharp frost. They dropped to 12.10 on a high government crop estimate, and recovered to 12.43 by the first of December. Cloth prices advanced sharply, and some new contracts contain a clause allowing up to 10% advance over the original contract price. Quotations on fine goods were withdrawn during the month.

A GENERAL PRICE ADVANCE of from \$2 to \$4 per ton on standard products has been announced for first quarter deliveries, this being approximately the amount of additional labor cost. Pig iron is up \$1, with a further advance in prospect. Scrap prices were down 50 cents early in the month, of which 25 cents was later recovered.

THE PRICE TREND is upward. Southern pine declined early in the month but showed increasing strength in the later weeks. Oak flooring advanced from \$73 to \$75 per thousand feet.

TURPENTINE PRICES drifted up from 41½ to 45½ cents during November, with sales in moderate volume. Rosins continued their sensational price advance, some grades registering a 40 point mark-up in a single day. The general schedule is now from 60 to 120% up from April 1 quotations, the highest level since 1929-1930, and still developing strength.

PRICES ARE FIRING and some advances are reported on coated and uncoated book papers and in coarse grades. First quarter prices on domestic soda pulp are up \$2 per ton, to \$54 delivered.



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Supply

PETROLEUM

OUTPUT OF CRUDE OIL, which was well above 3 million barrels at the 1st of November, running 7% ahead of the Bureau of Mines recommendations, was sharply curtailed in the first part of the month, but swept upward again in the second half as Oklahoma and Kansas fields produced in large volume. A Mid-Continent war seemed to be brewing as Texas interests declared the opinion that Bureau of Mines figures were far too conservative, but a meeting on December 1st indicated substantial accord and voluntary compliance with the Interstate Oil Compact. The recommendation for December production is a daily average of 2,930,300 barrels, 60,000 higher than for November. Stocks of crude and of gasoline (finished and unfinished) were both lower during the month.

RUBBER

WORLD SUPPLIES OF rubber are rapidly declining. At 542,284 tons on November 1, they were at the lowest point since February, 1931. U. S. stocks were down for the fifteenth consecutive month, 34% below last year's peak. Shipments of rubber increased sharply in October, amounting to 72,570 tons, but the cumulative total for the first ten months of the year is still within the prescribed limit. The 70% export quota represents approximate balance with current use, but with foreign consumption rapidly increasing an allowance of 75% is predicted for the second quarter of 1937, or sooner. A quota meeting is scheduled for December 15th.

TIN

WORLD'S VISIBLE supplies of tin increased to 19,275 tons in November, the highest point of the year and close to the so-called normal, though representing only about two months' supply. Export quotas were increased 15 points to 105% of standard, retroactive to October 1st. American deliveries were the smallest since May. A new production agreement was reached, effective until January, 1941, with Siam as one of the signers.

ZINC

ZINC IS IN AN excellent statistical position. Stocks, though ample, are less than unfilled orders for the first time in a long while.

Demand

DEMAND FOR MOTOR fuel was exceptionally well sustained for this season, and spot demand for tank car gasoline was active well past the middle of the month. Heating oil requirements were slow in developing but gathered strength in the later weeks. Total consumption for the third quarter was almost 11 million barrels greater than for the corresponding period in 1935, largely in the use of residual fuel oil.



DOMESTIC CONSUMPTION of rubber amounted to 49,509 tons, up 18% the year to date is 16% ahead of 1935. Tire manufacturers are experiencing their most active year since 1930, and will produce about 52 million units. Sales and production are both up, with sales running ahead of output. There was increased factory interest during November. Foreign demand, particularly from Britain, also shows a marked increase.



THE TIN MARKET had an active month in November, but the interest was largely speculative on the bullish news of harmony in the restriction program. Most users are stocked up a couple of months in advance and are buying only on price recessions or for urgent requirements. Demand is somewhat lighter with the close of the canning season. World use for the year is 14% ahead of 1935.

SALES WERE FAR above average in November. Users are apparently well covered through the first quarter of 1937 and the large backlog of unfilled orders discounts any active expansion of demand for some time to come.

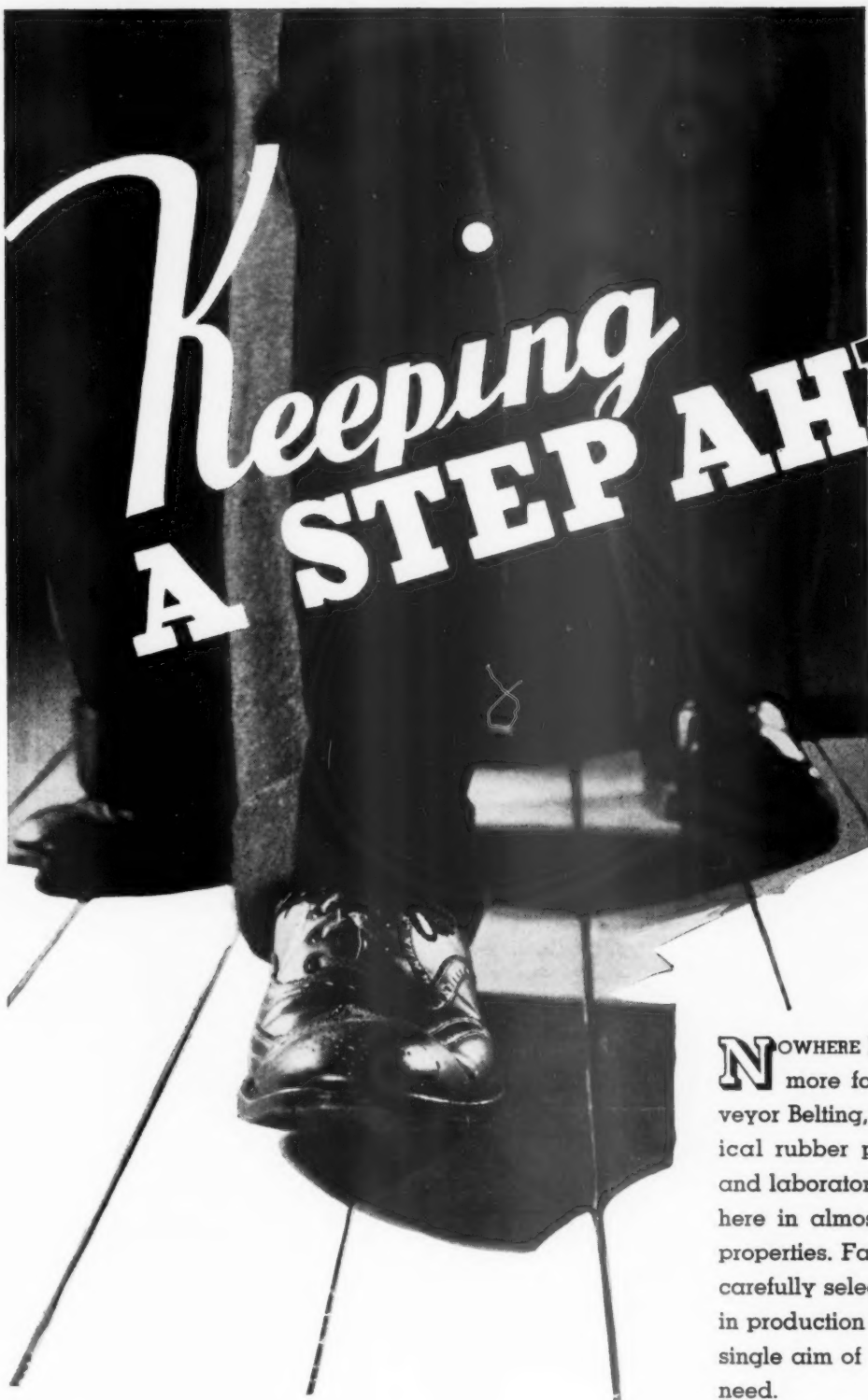
Market

THE GENERAL PRICE level was unchanged during November, but the trend was toward a firmer market and several increases were recorded. Rock Creek crude was advanced $3\frac{1}{2}$ cents early in the month, shortly followed by Texas crudes. Bunker oil was strong, and the top price was advanced 10 cents at mid-month. Tank car gasoline and No. 2 heating oil showed some weakness, followed by recovery, and a fairly general moderate advance in fuel oil prices is said to be imminent.

RUBBER PRICES AT $17\frac{3}{16}$ in the opening week of November registered a new high for the movement, and there was steady improvement throughout the month, to a firm figure of $18\frac{3}{8}$, particularly noteworthy in view of the fact that prices had been practically unchanged at $16\frac{1}{2}$ for a period of six months. Nearby futures were active, but with little spread between spot and futures quotations. Crepes currently command a premium over standard sheets. Tire prices were advanced November 2nd by 4 to 5%, this being the second advance of the year.

TIN PRICES WERE lifeless at $45\frac{3}{4}$ cents as November opened, but the new restriction accord sent them rocketing up 6 cents in three days to $51\frac{7}{8}$ and they subsequently advanced to $53\frac{5}{8}$. After the middle of the month there was a moderate recession, resulting from the more liberal quota announcement, with fluctuations between 51 and $52\frac{3}{4}$, eventually finding a fairly stable level at $51\frac{7}{8}$ on December 1st. It is recognized in the trade that export allowances are practically the sole determining factor in regulating price.

AFTER A LONG PERIOD of stable prices at 4.85, zinc quotations went to 4.90 on November 10th and to 5.05 a week later.



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PERSONALITIES

in the NEWS

A. W. HIX has been appointed assistant to the chief purchasing and stores officer of the Chesapeake & Ohio, Pere Marquette, and New York, Chicago & St. Louis Railways, with headquarters at Cleveland.

H. M. COSGROVE, managing executive of the Tulsa P.A. Association, has been elected vice chairman of the Tulsa Chapter of the American Petroleum Institute for the coming year.

N. A. MEARS has been elected vice president in charge of purchasing for the RCA Manufacturing Co., Camden, N. J. Mr. Mears has for some time been manager of materials control, and prior to that served as general purchasing agent for the company.

JOSEPH L. ERNST, Purchasing Agent for the Rochester, N. Y., Board of Education, broadcast a talk on the purchase of school materials in connection with "Know Your School Week" in that city.

C. W. HALLER has been appointed general purchasing manager of the Hygrade Sylvania Corporation, at Salem, Mass.

EMIL STEIGELMAN has been appointed district purchasing agent of the Standard Oil Co. of California, Southern District, succeeding the late Frank L. Whipple. His headquarters will be at Los Angeles. Mr. Steigelman has been associated with the San Francisco purchasing office of the company for twenty years, and was assistant district purchasing agent in that city at the time of his recent promotion.

RALPH D. BERRY, General Purchasing Agent of the Davol Rubber Co., Providence, last month observed the 20th anniversary of his service with that company. In ad-

dition to his purchasing duties, Mr. Berry has been assistant secretary of the company for the past three years. He has served as president of the Rhode Island P.A. Association and as district vice president of the N.A.P.A.

GLENN A. HARSHBARGER, who was for eight years purchasing agent for the Pacific Can Co. at San Francisco, has joined the organization of the Frank E. Witte Co., manufacturers' representatives in that city.

ORLANDO J. CARNER has been appointed purchasing agent for Western Reserve University, Cleveland, succeeding HERBERT C. ZETTELMEYER, who has been named business manager for the university. Mr. Carner is a graduate and former faculty member of the pharmacy school, and has been associated with the business office since 1929.

C. L. GRIFFIN, Purchasing Agent for the Wyoming State Liquor Commission, addressed the convention of the Wyoming Hotel Men's Association at Rock Springs, November 7th.

VINCENT CALLAHAN, City Purchasing Agent at Stamford, Conn., will go to Washington next month as secretary to the Hon. Alfred N. Phillips, Jr., Congressman-elect for the fourth congressional district of Connecticut.

LOUIS J. DODSWORTH, City Purchasing Agent at Medford, Mass., addressed the luncheon meeting of the Rotary Club in that city, November 19th.

M. J. BARDEN has been appointed purchasing agent for the Mid-States Gummed Paper Co., Chicago, succeeding F. W. HUMPHNER, who is now serving as plant superintendent for the company.

CLINTON E. MORGAN, formerly purchasing agent and auditor for the Indianapolis & Greenfield Rapid Transit Co., and more recently vice president of West Penn Railways, president of Cincinnati Car Co., and president of Electric Steam Generators, Inc., has been named manager of operations for the Los Angeles Railway Corp. in the reorganization of that company.

JOSEPH W. NICHOLSON, City Purchasing Agent at Milwaukee, addressed the Milwaukee County Consumers' Council at the Astor Hotel, November 23rd, on "What Uncle Sam Has Done to Assist the Consumer."

EMORY T. LYON, Purchasing Agent for the F. N. Burt Co., Buffalo, has been re-elected treasurer of the Kiwanis Club of that city for 1937.

COL. WAYNE R. ALLEN of Oakland, Cal., has been named purchasing agent for Los Angeles County, succeeding Harry E. Russell. Col. Allen has for the past fifteen years been associated with the Key System Transit and East Bay Street Railways in stores and purchasing work. He is a past president of the Northern California P.A. Association, and is at the present time vice president of the N.A.P.A. for District No. 1.

JOSEPH SAWYER, Purchasing Agent for the Economy Grocery Stores Corp., Boston, has been appointed instructor of a course in industrial purchasing, conducted by the University Extension Division of the Massachusetts Department of Education. The course meets Wednesday evenings through the months of December and January, at Sever Hall, Harvard University. In addition to the lectures, which cover the basic principles of supply buying, the course will be addressed by Prof. H. T. Lewis of Harvard Graduate School of Business Administration, and Daniel Bloomfield of the Retail Trade Board, Boston Chamber of Commerce. There will also be a demonstration of practical testing methods for common products.

WHAT THE U. S. WAR DEPARTMENT THINKS



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Nowhere, than in the Engineering Corps, is it more important that wiping cloths be genuinely sanitary and in accordance with proper specifications. Cloths used in polishing the inside of guns and other mechanism **MUST** be fully oil absorbent—free from foreign material which might score delicate precision equipment. They must be **SANITARY**—free from bacteria which might occasion a serious epidemic among men in barracks. It is therefore highly significant that a recent Engineering Department Invitation to Bid specifies—**“ALL OTHER THINGS BEING EQUAL, PREFERENCE WILL BE GIVEN TO BIDDERS OFFERING BALES BEARING THE LABEL OF THE SANITARY INSTITUTE OF AMERICA.”**

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KANSAS CITY, MO.—American Wiper & Waste Mills., 511 Broadway
NEWARK, N. J.—American Oil & Supply Co., 238-260 Wilson Ave.
NEW YORK—Godfrey Cotton Products Corp., 102 Wooster St.
NEW YORK—Horton Wiping Materials Co., Inc., 338 East 110th St.
PITTSBURGH—Armstrong Sanitary Wipers Co., 1233 Spring Garden Ave.
PITTSBURGH—Scheinman-Neaman Co., 1024 Vickroy St.
ST. LOUIS—Wiping Materials, Inc., 2000-28 N. Main St.

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Is Silence Always Golden?

Some more thoughts about the strong silent men behind the purchasing desk. A certain amount of reticence may indicate a decent regard for ethical proprieties, but it is frequently poor taste—and poor business

DO WE PURCHASING agents talk enough, or are we so secure in our self-satisfaction that no word is necessary? Must we tell all? Between ourselves, let's be frank.

Reticence in the purchasing profession is primarily a defensive measure which on numerous occasions prevents long-windedness on the salesman's part, time-wasting petty argument or non-essential platitudinous conversation. A mere "Yes" or "No" cuts the interview short. Yet reticence can become an offense if carried too far.

Purchasing reticence which arises from the fear of giving too much information is not always the result of organization rules or company ethics that may govern the purchasing department's conduct. With many buyers this matter is personal. With some it is a protective gesture. With others it is merely a business extension of their private natures; silent and secretive personalities generate the same traits in their business dealings. A third class keeps silent because of a fear of losing face if its ignorance of certain needs is exposed. The greater majority keep silent because they have found that silence brings fewer casualties and recriminations, either from competitive sources or from their own organizations.

Active dislikes can also cause reticence, for salesmen and their actions, too, can set up a defense reaction in the buyer. Clothing, manners, speech, high-pressure or low-pressure tactics, looks, and even a small speech or nervous affliction can mean a buyer's rejection or the death of any future sales relationship.

There are no set rules about giving out information when placing orders after estimates have been submitted to the buyer. Purchasing ethics of course demand that we

betray no confidences. But what candid buyer will not admit in the privacy of his self-confessional that he has not at some time divulged to good friends or acquaintances in the selling field information as to where he has placed his order and at what price?

From the standards of the National Association of Purchasing Agents we have picked two rulings that may aid buying and selling relationships:

No. 5. To subscribe to and work for honesty and truth in buying and selling, and to denounce all forms and manifestations of commercial bribery.

No. 6. To avoid sharp practice.

In the remainder of this article we call particular attention to the phrase, "To subscribe to and work for honesty and truth in buying and selling..." These virtues of honesty and truth combined with common sense should be paramount to the buyer.

Frankness

However, the disclosure of some details of a purchase is not necessarily a betrayal of confidence or a breach of purchasing ethics. It may not be quite so reprehensible if the circumstances of the case are observed closely. Most inquiries made in good faith can be answered in good faith.

A large middle-western firm manufactures a metal specialty for machines and fixtures. Their quality is excellent but the price, when judged by comparison with two other firms manufacturing this same specialty (and incidentally, these three firms are the only ones in the United States engaged in the fabrication of this specialty) is high.

We purchased these specialties for our machines for a number of years from Firm No. 1. This high-priced manufacturer used our equipment but did not press the reciprocal angle. Sending out competitive inquiries during the depression years when the lowest prices were imperative, we found that the quality of Firm No. 2's article was identical with that of the first. In addition, delivery was faster and the style a trifle better. The price was about 25% less than that of the firm using our equipment. Consequently Firm No. 2 got the order.

When Firm No. 1 did not receive an order in answer to their quotation, and asked the reason why, they were told that the price was too high, that delivery was better by their competitor. In addition to that, a sample of Firm No. 2's specialty was shown to their representative. With but three manufacturers in the country they did not need to be told which of the two

WALTER J. AUBURN

Purchasing Agent
The Gerrard Co., Inc.,
Chicago

remaining firms received the order. Our answer to them was completely frank, yet without a mention of the successful company's name. The result was that competitive prices within the field brought their prices down, their deliveries up, with no loss of their existing good will.

Second Bidding

Time and again it has happened that salesmen who were receiving a goodly portion of our business, quizzed us when they failed to gain an order upon their submission of a quotation. Their continuing stream of orders, so they thought, gave them the right to ask for a chance at a second or lower quotation to meet the other solicited competition.

"Why didn't you give me another chance to quote? I could have met this other fellow's price. Besides I want your business."

But that's another story. Ethics to the front again. Don't let them do it. If their costs are high and they have figured only a reasonable profit, there is always the possibility, and indeed the probability, that any loss occasioned in granting them the order on a new and lower basis will mean that their lost profit will reappear as an addition to some future order you place. Then if your department is not wary it will pay for its own carelessness and abuse of ethics.

But an outright refusal tends to stimulate fair competition. It will cause conscientious estimating on future orders by the unsuccessful firm. Far from being an example of sharp practice, it is rather an instance of mutual helpfulness.

Fair play

If a buyer is firm in refusing permission to re-quote, his reputation for fair play and shrewdness will be broadened. Conversations between salesmen stress the personal angle, and, if a man is an easy mark or a hard-boiled buyer, the general sales world is certain to hear of it.

Sharp practice enters when truth departs, as when an occasional unscrupulous buyer gives the salesman

a fictitious lower price, which it is suggested that the salesman meet.

Plant Blackmail

It may be that production and cost departments insist that they cannot pay more than a set sum for material, leaving the burden to the buyer, who consequently chisels under the market price by fair means or foul. Purchasing agents who stand for such "plant blackmail" stand for sharp practices also.

"Passing the buck" from superintendent to buyer is an old gag. The purchasing agent and the tech-

nical shop man, be he superintendent, shop foreman, designer or what, can easily decide upon matters of purchasing policy between them, saving time for the salesman who does not know whom to contact for the purchasing department and for the shop supervisor.

Why a buyer habitually should remain silent when frank inquiries are made by salesmen as to the disposition of their estimates, is something not quite clear, unless these buyers wish to withhold information which they think might be detrimental to competitive suppliers or

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"Cam Lock" Cutters (and patented Adapters) are available in several styles and sizes. Ask your local dealer to supply you. If he cannot, write us.

Brown & Sharpe Mfg. Co.
Providence, R. I.



themselves. There may be something of the small boy in some purchasing agents in their refusals to tell, even in part, emulating the stubbornness of the little tad who always answers a repeated "Why?" with the formula, "Just because I don't want to."

A Complex?

There may be a psychological quirk in those buyers which finds delight in bringing out the inferiority complex in salesmen and a superiority complex—the consequent reaction—in themselves. At times we all feel an inferiority complex, which may be brought out by peculiar conditions or conversation.

One Chicago buyer, whose firm is noted for its large domestic and foreign trade, delights in making salesmen squirm. He is by no means a typical example and we do not advocate his practice for our profession. He lets them talk about their prices, service and reputation. He answers rarely, if ever, and then only in monosyllables. After he has heard the speech

he stares rudely, still saying no word. The salesman writhes mentally and physically; he becomes jittery and uncomfortable. He wonders what to talk about when no answer has been forthcoming. If he lacks persistence he will not call many more times upon this buyer.

This buyer has admitted to great amusement in staring to make his callers uncomfortable. It stimulates him, so he states, and he thinks it funny. It makes a poor impression for the buyer's house. He "gets away with it" only because his purchases are so sought after that salesmen are willing to "beard the P.A. lion in his den" to get a share of his buying placements. Reported conversations have indicated no more than six to twelve words per interview.

Circumstances do alter cases, but evasion or close-mouthed replies do seem unnecessarily rude unless they are the result of company policy. If company reputations or relations are such that an injury may be done if competitive suppliers become known, then that procedure is not to be criticised. When a partial answer as to an order's disposition can turn away salesmen's wrath or ill will, why, in the name of all good sense, not give it? Why cannot honesty and truth feature here as headlines? Why can't we buyers talk and tell more, and thereby lose part of our reputations as stiff-necked "know-it-alls"?

Helpful Information

If prices at which an order is placed are given, their quotations to the losing salesman may not be injurious if they help him to check-up on his estimating department, look into manufacturing processes, overhead and the like. It is a favor to him to mention the price at which the order was placed; if it is too low for his organization then he must submit to your judgment with the grace of a good loser. If he finds he is out of line, then you have done him a favor and all the while saved dollars for your firm by dealing with another supplier. You needn't mention the name of the

successful company; it isn't necessary to tell everything.

Buying rules, like any laws ever laid down in any country or any clime cannot always be followed to the letter. It is the spirit of the law that must govern. Each buyer must adopt and follow purchasing ethics, not with reservations but with a modicum of good hard horse sense, and act as he thinks best.

Frank buyers will admit that there are situations in which they would act contrary to ordinary rules and regulations, and these buyers would be the first to admit giving information when and where it would do the most good while doing their own organizations no harm. Friendship, of course, occasions many of these moves but the average buyer reputed a "square shooter" will see to it that his information is not used wrongly.

Good Will

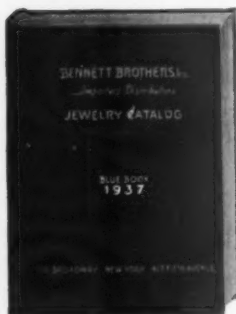
In speaking to salesmen to obtain their views of buyers we find that the sales viewpoint is quite candid and its very frankness may give us something to think over.

In our own business, in which we supply some fifteen thousand and more accounts throughout the country, good will is extremely important. Many of these firms write us to favor them with requests for quotations or with business; others send their salesmen to call upon us to explain their line of material or equipment. Reciprocity is not often stressed, but the fact that our equipment is used is mentioned. (The larger corporations are the worse offenders in stressing the reciprocity angle.) It is the policy of our company to see every sales representative—if physically possible—even though there may be no possibility of doing business. This policy promotes good will and is distinctly beneficial to our organization. This has come back to the ears of our members many times from sources entirely unexpected. It takes time to see these visitors, but there is a backlog of good will being built up that is invaluable.

The purchasing agent in this

Continued on page 47

Bennett Brothers' "Blue Book"



The 1937 edition of Bennett Brothers' "Blue Book" is now ready—it's bigger (368 pages) it's better (Exciting, new merchandise) it's a money saver (as always)! The 1937 "Blue Book" illustrates thousands of giftware and jewelry items. **Send for your copy today.**

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Obituary

JAMES FOGARTY, 91, for many years purchasing agent and director of the Kroger Grocery & Baking Co., prior to his retirement in 1929, died at his home in Cincinnati, October 28th. As a lad in his teens, Mr. Fogarty served in the home guard when Cincinnati was threatened by raids during the Civil War. The new game of baseball also aroused his enthusiasm, and from 1865 to 1869 he was an active player on several of the clubs representing that city. His lifelong business interest was the grocery trade, first as a clerk with the Glenn Grocery Co., then for many years as proprietor of the Anchor Mustard Co., manufacturers, and since 1900 with the Kroger Co. At the time of his retirement, the stockholders elected him "honorary member of the Kroger organization."

WALTER E. BRADFORD, Purchasing Agent for the Westinghouse X-Ray Co., Inc., Long Island City, N. Y., died October 30th at his home in Malverne, L. I., following an illness of several weeks. For several years prior to 1930, Mr. Bradford was with the American International X-Ray Co. of Chicago, and was an active member of the Chicago P.A. Association. Transferred to New York when that company was absorbed by Westinghouse, he had been a member of the New York Association for the past six years.

EDMUND R. BATES, 51, Purchasing Agent for the Standard Register Co., Dayton, Ohio, died at his home in that city, October 31st. Mr. Bates had been in purchasing work for more than twenty years. In 1914 he was appointed assistant purchasing agent for the City of Dayton, and was advanced to head the department in 1918. He held that post for thirteen years, resigning from the municipal service in 1931 to join the Standard company as purchasing agent. He was an active member of the Dayton P.A. Association.

THOMAS P. DAVIS, 57, Purchasing Agent for the Travelers Insurance Co., Hartford, Conn., died at the Hartford Hospital, November 5th, of arteriosclerosis. Mr. Davis entered the purchasing department of the company in 1906, and was named assistant purchasing agent a short time later. In 1923 he was appointed purchasing agent.

ROYAL D. MORGAN, 32, Purchasing Agent and assistant manager of the Wessendorf-Nelms Co., Houston, died on November 13th.

O. P. WOLCOTT, JR., Purchasing Agent for the Wyatt Metal & Boiler Works, Houston, died suddenly of a cerebral hemorrhage while visiting friends in Dallas, November 13th.

CHARLES W. PLUMB, 62, for the past fourteen years purchasing agent and secretary of the Eagle Lock Co., Terryville, Conn., died at the Bristol Hospital November 22nd, after a two weeks illness. Mr. Plumb was associated with the Eagle Co. during his entire business career, serving as southern representative for many years prior to his appointment as purchasing agent. He was a director of the Bristol Bank & Trust Co., and had been active in civic affairs, serving as a member of the town finance committee since its organization.

Bulletin 40 of the Diamond Expansion Bolt Co. of Penna., 17 No. 6th St., Philadelphia, presents in brief but comprehensive form a line of lag expansion shields; expansion bolts; screw, drive, and calking anchors; crimp nuts; toggle bolts; twist drills for hammer drilling; drive rings and conduit clamps.

The Flexrock Co., of 800 No. Delaware Ave., Philadelphia, has prepared a "Handbook of Building Maintenance," designed for ready reference by those in charge of maintenance of industrial buildings and structures, schools, public buildings, railroad structures and motor car service stations. It covers various types of flooring, waterproofing, flashing and glazing, caulking, roofing, and cleaning.

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F. O. B.

(Filosofy of Buying)

THE STAFF HAS been operating by remote control this month, from widely separated points. While F.O.B. was traveling among the associations in the southwest, enjoying the fine hospitality of the buyers at the Petroleum Capital and the colorful Texas Centennial, BOF had taken ship to England, where he viewed the ancestral acres and observed how this business of purchasing is handled over there. Both back on the job now, thanks.

Note from Britain (see page 15): the chap who calls on the P.A. over there is known as a 'traveler,' while over here we take him at his own valuation and refer to him as a 'salesman'. Which calls to mind that plaintive inquiry in *Printer's Ink* during depression days, "Do your traveling salesmen sell, or do they merely travel?" Can it be that our British cousins are more discriminating in their choice of terms than we, and that they have more of intellectual honesty? Or perhaps recovery hasn't progressed quite as far.

But if memory serves us correctly, their most publicized traveler of recent years was widely known as "The Empire Salesman".

Salesman's inquiry: *Does your purchasing agent purchase or is he merely a gent?*

NOW THAT THE Christmas box of cigars is taboo," says the Old Line Buyer, "the fellows who will really miss the time-honored custom are the boys out in the shop, who were usually the beneficiaries, particularly if the P.A. had any fine taste for tobacco. But it's a real break for the office boy, who thought he could acquire the manly art without paying tuition for the course by buying his own cigars, only to find that the tuition is always assessed in the form of a nicotine jag."

It has always seemed to us that this problem of business Christmas remembrances is much overrated. It's simple indeed compared with

the problem in private life, which is complicated by considerations of kinship, and reciprocity, and individual selection, and others too numerous to mention, besides the January 1 headache when the bills come in.

Mother Goose—1936

"Where did you come from, Business Boom?"

"I've been cramped for years, and needed more room."

"What did you think of November 3?"

"I'm strong and healthy. It can't hurt me."

"Aren't you afraid of growing too fast?"

"My only worry is how long I'll last."

"I hope you'll live through childhood's ills."

"An angel in Washington pays the bills."

"Where did you get your hopeful smile?"

"The folks were expecting me quite a while."

"For whom is your prosperity meant?"

"For every worker (at 1 per cent)."

Curious Cuthbert wonders when he'll be asked to sign the first petition calling for immediate payment of old age benefits.

ANOTHER P.A. turned salesman: Major G. T. Lemmon, who does the buying for Virginia's State Highway Department, is calling for bids on Long Legs, Lemon, Pink, Red, Mag, George, Major, Anna, Thomas, Henry, Molly, Kitty, Carrie, Bill, and Dick, to be sold singly, in pairs, or as a lot. The items aforesaid, now located at Purcellville, Loudon County, are fifteen State mules, no longer considered fit for road work. The Major is no novice at this sales work, having recently sold a lot of five mules including Stick Pin, who lost one eye in the public service.

Here we p.a's have been criticized these many years for buying hand-to-mouth, and now that we'd like to cover a little farther ahead we're told, "Sorry, but ninety days in advance is the limit."

Price Fixing Upheld

AN IMPORTANT DECISION handed down by the Supreme Court on December 7th, unanimously upholds the right of the manufacturer to protect his trade-marked, branded or named goods against price cutting on the part of wholesale and retail distributors. The case in question concerned resale price acts of California and Illinois, which legalize contracts under which the buyer agrees to observe stipulated prices fixed by the vendor and making such terms binding upon persons who may not be parties to the agreement.

The decision reverses the position of the Court in the classic case of the Dr. Miles Medical Co., of twenty years ago, and reaffirmed in recent months when the New York Court of Appeals declared the Feld-Crawford Act of New York State invalid. The language of the latter Act is identical with crucial portions of the laws now under scrutiny. The ruling is based on a distinction found to exist between products specifically identified by patent, copyright, trade-mark, brand, or similar device, and products of like-character which are not so identified. This identification is recognized as an essential part of the good will asset of the producer. It is held that such goods have a dual nature—being commodities plus the symbol of good will—and that while title to the commodity may pass by sale, the good will is not so transferred, and the owner of that asset is entitled to protection against injury to it, making it a proper cause for legal action just as in the case of injury to more tangible property.

Fifteen states have legislation similar to that which has now been upheld, and it is quite likely that a number of others will enact comparable legislation during the coming year, as forty-two state legislatures will be in session in 1937. There is a further possibility of extending this principle of sanctioning manufacturers' price control as a Federal policy under Senator Tydings' bill to remove the threat of anti-trust law prosecution of such



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voluntary contracts when made under the protection of state laws.

It is important to note, however, that the Supreme Court decision does not sanction contracts which are in violation of state constitutions and the Feld-Crawford Act, previously referred to, was found to be contrary to the state as well as the Federal constitution in last January's decision.

Possible economic effects of the decision are: pressure by small independent retailers to induce manufacturers to set resale prices which

contemplate higher mark-up, and greater attention to private brands or unbranded goods on the part of the mass distributors. The reaction and acceptance of the consumer public is of course unpredictable at this time, but resistance to unduly high prices from this source will be a deterrent to abuse of the privilege. The major safeguard against a price level which would discourage consumption and hamper business recovery, however, will come from the competition of private brands and from the anti-trust laws in interstate commerce.

BUSINESS BOOK OF THE MONTH

*Organizing a purchasing department
for the world's biggest and busiest
city is a hard but thrilling job*

NEW YORK ADVANCING: A Scientific Approach to Municipal Government, 1934-1935. Edited by Rebecca B. Rankin. 368 pages, profusely illustrated. Bound in stiff paper covers. Published by the Municipal Reference Library, New York. Price, 50 cents.

WHEN THE Hon. F. H. LaGuardia took office as Mayor of New York City, January 1, 1934, he enunciated the principle, "To the victor belongs the responsibility for good government." Nearing the end of his third year in office, he gives to the citizens an accounting of his stewardship in the form of a highly readable record of the work of the various departments and bureaus that make up the city government, stating their several objectives, showing by word and picture (notably and refreshingly free from statistical tabulations) the progress that has thus far been achieved, and outlining plans for further development.

Some seventy-five officials of the administration have collaborated in presenting this well-rounded work, which has been woven together in a dramatic and well unified story under the expert and understanding editorship of the librarian of the Municipal Reference Library. The result is a really important record of vital interest to anyone interested in the problems and administration of municipal affairs, and that audience is an ever-growing one in these days of awakened consciousness regarding public affairs.

Problems of Size

The fact that New York is unique in many respects, particularly as to its size, does not detract in any way from the general value of the picture. Rather that value is enhanced because of the very broad scope of municipal affairs that are covered, going beyond the routine service functions that are common to all city governments, touching upon the problems of relief that

have been acute during the recent years and dealing with modern social developments such as better housing, and looking forward to a variety of cultural projects such as a Municipal Art Gallery and a High School of Music, which are close to the Mayor's heart. In some respects, the size of the City has been an advantage in the furthering of the program; in other respects it has been an obstacle, through the sheer magnitude of the task and the weight of inertia, for in many directions it has been necessary to undo the work and upset the traditions of past years and firmly entrenched departmental organizations before a fresh start could be made.

Efficient Economy

The record admits a number of defeats and setbacks, but on the whole, as is well known and generally recognized, it is a decidedly favorable record. The City's badly strained credit has been re-established, and the budget has been balanced. That is *prima facie* evidence of a rigorous economy program. But the guiding philosophy has not been economy through curtailment, but an honest and everlasting effort to administer the taxpayer's dollar to the end of securing the value of the 100th cent in the way of more effective public service and of making the City a better and more attractive place in which to live and to work. Not only has no essential service been starved, but the forward-looking program has embraced a wide range of improvements that had previously been deemed impracticable or had been left to the initiative and generosity of private benefactors.

Purchasing men will be particularly interested in the Mayor's reference in his own introductory chapter, to the establishment of a new central purchasing department, to coordinate and take over a buying program which had previously been handled by 136 independent spending agencies of the City and Counties. No department cheerfully relinquished the buying prerogative. There was resistance and sabotage. One borough president appealed to the State Legislature for permission to secede from the City. Favored contractors, inferior merchandise, short weighing, and cleverly contrived devices for evading charter safeguards were characteristic of many purchase transactions prior to 1934.

The Purchase Plan

"All this," says the Mayor, "has been changed. A specialist on the subject of purchase was appointed to organize and administer this important department. A system of stores control was established. The consolidation of four major storehouses effected a payroll saving of 55% in less than a year, our motor transport division will save \$100,000 annually in trucking costs. . . . Honest merchants were encouraged to do business with the City, and during 1934 and 1935 more than 10,000 vendors were in active competition for City business. . . . The City is saving millions of dollars and the taxpayers are getting full value for their money."

The "specialist on the subject of purchase" is well known to a majority of purchasing men. He had won their affection and respect during his service as assistant secretary

of the National Association of Purchasing Agents. His enthusiasm and sincerity had been instrumental in securing centralized purchase organization in scores of governmental units throughout the country, and his sound counsel had aided in framing the statutes covering this administrative phase in various state, county, and local governments. The Mayor made an excellent start in his selection of Russell Forbes to serve as Commissioner of Purchase.

Unfavorable Precedent

To get the detailed story of this department, we may turn to page 321 of the report, where Commissioner Forbes gives an account of his experience. Upon accepting the office, he found himself at the head of a moribund department which for more than a decade had been establishing a precedent of routine and perfunctory performance, limited in scope and responsibility, with no control of funds, no authority over storage or surplus supplies, no powers of final decision, with major using departments expressly exempted even from its nominal jurisdiction—in short, a step-child of the administrative organization, so futile that it was openly disregarded by other divisions, being not accorded even the respect that goes with opposition or resentment. He was armed with the authority of a charter amendment designed to correct this condition, and the wholehearted support of the new Mayor. It was a case of starting from scratch to build an effective organization, to establish sound methods, to overcome the prejudice of other departmental heads, to handle immediately a mass of detailed problems, and to operate in such a manner as to justify the new plan.

Obstacles

The physical obstacles alone were severe. Inadequate working quarters for the new division—a condition that was not completely remedied for a year and a half. Inadequate personnel—a problem that was intensified in the early months of the administration by the death

of two key men, one of them directly a victim of overwork.

Then in addition to the normal burden incident to making a proper start, the department was immediately given the extra task of buying extensively for CWA projects and TERA work relief materials, both involving adherence to special regulations since Federal and State funds, as well as City funds, were concerned, with the result that two separate but parallel systems had to be carried on, characterized by Commissioner Forbes as "the most complex array of red tape which has perhaps ever been devised."

At the same time, while the department was striving to achieve some semblance of efficiency in market determination and dealings with prospective vendors, commercial markets generally were responding to the Federal policy of raising price levels by artificial means under NRA and vendors' sales methods and prices were subject to the rigid regulation of the NRA codes. It is hard to visualize a more difficult situation.

Objectives

Nevertheless, the prime objectives were clearly kept in mind, and steady progress was made toward (1) an unimpeachably honest administration, (2) bulk purchases and more widespread competition, (3) improvement in the contracting procedure, (4) centralization of a scattered stores and supply distribution system, (5) utilization or sale of surplus materials, (6) modernization of specifications, and (7) development of an adequate accounting system for the General Purchase Fund, for which no precedents existed.

The Commissioner, looking back over the record of his administration to date, prefers to view it as a record of progress rather than of achievement. The achievement, however, has in itself been far from negligible. From the dollars and cents standpoint, it has been an outstanding contribution to efficient and economical government. Both in prices paid and in economy of ad-

Continued on page 54



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AMONG THE ASSOCIATIONS

NOVEMBER 5

Seattle—Seventh annual Advertisers' Night and Industrial Exhibit of the **Washington Association**, in the Spanish Ballroom of the Olympic Hotel. Sixty booths were on display, featuring a wide diversity of products and featuring recent developments in commerce and industry. Banquet meeting, with George P. Locker presiding and John L. Locke as toastmaster. Speaker: William D. Welsh, managing editor of the *Port Angeles Evening News* and former state commander of the American Legion, "Business Frontiers—Do They Exist in the State of Washington?" H. J. Dobb was chairman of the committee on arrangements, while A. R. Van Sant, M. W. Rowland, and C. B. Piercy constituted a special committee of award, presenting trophies for the most attractive and most informative displays.

Ogden—Meeting of the **Utah Association**, in charge of the Ogden members. The dinner session was preceded by an inspection of the Quinn Garment Co. plant and the Reclamation Bureau construction project at Pine View Dam.

Birmingham—Dinner meeting of the **Birmingham Association**, at the Tutwiler Hotel, as guests of the Manhattan Rubber Manufacturing Division of Birmingham. The meeting was held in connection with an extensive exhibit of Condor industrial rubber products.

San Francisco—Luncheon meeting of the **Northern California Association**, at the Palace Hotel. Speaker: Prof. Woodbridge Metcalf, University of California, "The Olympics and Some Other Things in Europe—1936."

NOVEMBER 9

Boston—Meeting of the **New England Association**, at the Hotel Kenmore. Speaker: Dr. Willard L. Thorp, Director of Economic Research for Dun & Bradstreet, "The Robinson-Patman Act." The meeting was preceded by an afternoon conference, at which E. E. Brainard conducted an open forum on purchasing questions.

NOVEMBER 10

Chattanooga—Dinner meeting of the **Chattanooga Association**, at the Hotel Patten, Paul J. Mullery presiding. Speaker: Atty. John S. Fletcher, "The Robinson-Patman Legislation."

Moline, Ill.—Meeting of the **Tri-City Association**, at the LeClaire Hotel. Speaker: C. W. Shannon, of the engineering staff, Clinton (Iowa) Co., "Diesel

Engines and their Industrial Applications." District Vice President George Neesham of Chicago also addressed the meeting.

Milwaukee—Meeting of the **Milwaukee Association**, at the Elks Club. Speaker: Prof. George Knick of Marquette University, "Business Forecasting."

Omaha—Meeting of the **Greater Omaha Association**, at the Elks Club. Speaker: John P. Linn, of Industrial Fumigation Co., "Termites." In connection with his talk, Mr. Linn showed an actual colony of these insects, that are responsible for thirty million dollars damage to American property annually.

Oakland—Joint banquet of the **Northern California Association** and the Oakland Chamber of Commerce, at the Hotel Oakland, in connection with the sixth annual Manufacturers' Exhibit of East Bay Products and with the four-day celebration marking the opening of the San Francisco-Oakland Bay Bridge.

NOVEMBER 11

Buffalo—Dinner meeting of the **Buffalo Association**, at the Statler Hotel. Speaker: George M. Tisdale, Director of Purchases for U. S. Rubber Products, New York, and District Vice President, N.A.P.A., "Purchasing Standards." A talking motion picture on "The Manufacture of Structural Steel Shapes and Related Specialties" was presented through courtesy of the Bethlehem Steel Co., with explanatory remarks by Messrs. W. A. Beck and C. R. Perkins.

NOVEMBER 12

Philadelphia—Meeting of the **Philadelphia Association**, at the Bellevue-Stratford Hotel. Speakers: George A. Renard, Secretary of N.A.P.A., "The Robinson-Patman Bill," and C. William Duncan, interviewer-columnist, giving word pictures of famous people he has interviewed during his extensive newspaper experience.

Springfield, Mass.—Sales Executives' Night of the **Western Massachusetts Association**, at the Kimball Hotel. Speaker: Harry Simmons, Eastern Sales Manager of the Heinn Co., and widely known as a practical exponent of modern sales methods, "Relations Between Sales and Purchasing Departments."

Los Angeles—Joint dinner meeting of the **Los Angeles Association** and the Sales Managers Association, at the Jonathan Club. Speakers: G. Verne Orr, Sales Manager, Chrysler Motors of California, "The Automotive Industry"; Robert L. Grube, Purchasing Agent, Stephens-Adamson Mfg. Co., "The Purchasing



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Agent's Viewpoint"; Harrison Matthews, Executive Secretary, Sales Managers Assn. of Los Angeles, and Sales Counselor, Woodbury College, "The Sales Manager's Viewpoint"; Cy T. Hofmeister, Buyer, Standard Oil Co. of California, "The Los Angeles Community Chest."

NOVEMBER 13-14

San Francisco—Meeting of District Council No. 1, N.A.P.A., at the Clift Hotel, Vice President Wayne R. Allen presiding. Special luncheon meeting of Northern California Association in honor of National President C. A. Kelley.

NOVEMBER 17-18

New York—Annual Exhibit of Members' Products, sponsored by the New York Association, at the Pennsylvania Hotel. Eighty displays in the Roof Garden presented a wide range of industrial materials and supplies. Dinner meeting in the Salle Moderne on Tuesday evening. Speaker: H. V. Kaltenborn, radio commentator, "America's Place in the World Today."

NOVEMBER 17-18-19

Cincinnati—Industrial Exhibit sponsored by the Cincinnati Association, at the Netherland Plaza Hotel. Fifty displays of industrial products manu-

factured in the Cincinnati district or distributed through local representatives. The three-day program included a dinner meeting on Tuesday, buffet luncheon on Wednesday, and dinner dance in the Hall of Mirrors on Thursday evening.

NOVEMBER 17

Alameda—Luncheon meeting of the Northern California Association, at Hotel Alameda, as guests of H. G. Price Co., Division of California Packing Corp.

Pittsburgh—Dinner meeting of the Pittsburgh Association, at the William Penn Hotel. Speaker: Leo Kramer, Manager of the Chicago Lumber Institute, and formerly chief engineer of the National Lumber Manufacturers Association, "Wood as a Structural Material." Mr. Kramer's talk was illustrated by motion pictures.

Tulsa—Annual Executives Night Meeting of the Tulsa Association, at the Tulsa Club. Speakers: O. E. McClatchey, Purchasing Agent of Barnsdall Oil Co., Tulsa, and chairman of the Oil Company Buyers Group, N.A.P.A., "Standardization of Valves and Fittings"; H. M. Lingle, Purchasing Agent of Humble Pipe Line Co., Houston, and District Vice President, N.A.P.A.; Stuart F. Heinritz, Editor of PURCHAS-

ING, New York City, "Uncle Sam, Your Purchasing Agent and Mine." Arch M. Bowman, former president of N.A.P.A., and Paul H. Greiner, President of the Houston Association, were guests at this meeting.

Louisville—Meeting of the **Louisville Association**, at the Kentucky Hotel. Speaker: Carl Ousley, Jr., "The Robinson-Patman Act." Résumé of N.A.P.A. releases by City Purchasing Agent John J. Bierne.

NOVEMBER 18-19

Chicago—Members and Advertisers Products Exposition of the **Chicago Association**, at the Hotel Sherman, presenting more than a hundred informative displays of industrial products. Trophies were awarded by the *Chicago Purchaser* for the most attractive and most informative booths, with additional prizes for brief papers on "What Practical Suggestions were Offered at the Show?" and "Why Effective Displaying of Merchandise Assures Buyers' Interest."

Wednesday luncheon meeting. Speaker: Franklyn Hobbs, "Post-Election Study of the Business Structure."

Wednesday afternoon and evening, motion pictures: "The Role of Rags in Industry" presented through courtesy of Spaulding Fibre Co., and "Harvesting the Western Pine" presented through courtesy of the Western Pine Association.

Thursday luncheon meeting. Speaker: William Rainey Bennett, "Keeping Sane in a Crazy World."

Thursday banquet session. Speaker, Col. Ralph Heyward Isham, "Foreign Affairs and Ours."

NOVEMBER 18-19-20

Cleveland—Ninth annual Inform-a-Show sponsored by the **Cleveland Association**, at the Cleveland Hotel. More than fifty attractive and informative displays of industrial products.

Wednesday noon, Exhibitors' Luncheon. Speakers: Gil Winship of Foote-Burt Co., President of the Cleveland Association, and Joe Walsh, Sales Manager of Acme Refining Co., and President of the Amigos.

Wednesday evening, Ladies' Night dinner dance.

Thursday noon, luncheon meeting. Speaker: Russell Weisman, of the *Plain Dealer*.

Friday evening, Banquet. Toastmaster, Arthur G. Hopcraft. Speakers: Walter S. Doxsey and Dr. John L. Davis.

NOVEMBER 18

Rochester—Meeting of the **Rochester Association** at the Rochester Club. Motion pictures of the mining, handling, and preparation of bituminous coal, presented through the courtesy of the Pittsburgh Coal Company. Explanatory talk by John M. Biggs, on various aspects of mining. Commodity discussion led by Elmer Knapp.

Oklahoma City—Luncheon meeting of the **Oklahoma City Association**, at the Oklahoma Club.

Speaker: Stuart F. Heinritz, Editor of **PURCHASING**, New York City, "What is This Thing Called Purchasing?" District Vice President H. M. Lingle, of Houston, also addressed the meeting.

Baltimore—Meeting of the **Baltimore Association**, at the Lord Baltimore Hotel. Round table discussion of commodity market conditions and the Robinson-Patman Act.

NOVEMBER 19

San Francisco—Annual Big Game luncheon of the **Northern California Association**, at the Francis Drake Hotel. Several football notables were present as guest speakers.

Canton—Annual Executives Night Meeting of the **Association of Canton & Eastern Ohio**, at the Canton Club. Speaker: Russell Weisman, Professor of Political Economy at Western Reserve University, "Now That It's All Over."

Dallas—Luncheon meeting of the **Dallas Association**, at the Dallas Athletic Club. W. G. Wood, of Continental Supply Co., presided. Speakers: District Vice President H. M. Lingle, of Houston; Stuart F. Heinritz, Editor of **PURCHASING**, New York City, "F. O. B.—The Philosophy of Buying."

Toledo—Meeting of the **Toledo Association**, at the Waldorf Hotel. Speaker: Earle S. Smith, president of Toledo Porcelain Enamel Products Co., "The Salesmanship in Purchasing." A motion picture, "The Wonder World of Chemistry," was shown through courtesy of the Dupont Co.

NOVEMBER 20

Charleston, W. Va.—A charter of incorporation was issued by Secretary of State W. S. O'Brien to the **State Purchasing Agents Association of West Virginia, Kentucky, and Ohio**. Home office is stated as Huntington. Incorporators are C. J. Moegling, A. A. Ayers and H. M. Byllesby, all of Ashland, Ky., R. E. Wright and Arthur A. Meyer, both of Huntington, and L. L. Kohlbecker of Charleston.

NOVEMBER 23

Bethlehem, Penna.—Dinner meeting of the **Lehigh Valley Association**, at the Bethlehem Club. Speaker: George A. Renard, Executive Secretary of the N.A.P.A., "The Robinson-Patman Act."

Providence—Inspection visit of the **New England Association**, at the plant of Brown & Sharpe Mfg. Co. Joint dinner meeting of the **New England and Rhode Island Associations**, at the Turks Head Club.

NOVEMBER 24

Oakland—Luncheon meeting of the **East Bay Group, Northern California Association**, at the Lake

Merritt Hotel. Speaker: Principal Howard Welty, of Oakland Technical High School, "Highways and Byways of the Amazon."

Syracuse—Dinner meeting of the Association of **Syracuse & Central New York**, at the Hotel Syracuse. Commodity discussion led by George Fenner. Sound film, "Wire Drawing," shown by courtesy of the Bethlehem Steel Co.

Seymour, Conn.—Meeting of the Connecticut Association, at the Swan Memorial. Speaker: Rev. George B. Gilbert of Middletown, "New England—Old and New."

Officers for 1937 were elected as follows: *President*, John P. Whitman of Wallace Barnes Co., Bristol; *Vice Presidents*, H. F. Roszelle of Fuller Brush Co., Hartford, and Claude Leonard of the Bristol Co., Waterbury; *Treasurer*, J. P. Camp of Phoenix Life Insurance Co., Hartford; *Secretary*, Fred A. Neumann of New Haven Clock Co.; *National Director*, Ralph A. Clark of Cuno Engineering Co., Meriden.

Seattle—Plant inspection visit of the Washington Association, at the Imperial Candy Co. Various phases of the operations were explained by President C. E. Roberts and Vice President S. D. McKinstry.

NOVEMBER 28

Grand Rapids—Meeting of the Fourth District Council, N.A.P.A., at the Pantlind Hotel. A. J. Mitchell of the American Seating Co., District Vice President was in charge of the meeting, which was attended by representatives from Detroit, Lansing, Jackson, Battle Creek, Saginaw, Midland, Niles, South Bend, and Indianapolis.

Milwaukee—Dinner dance of the Milwaukee Association, in the sky room of the Plankinton Hotel. Walter Wenzel was in charge of the arrangements.

NOVEMBER 29

Cincinnati—Stag bowling party of the Cincinnati Association and salesmen, at the Cincinnati Club.

Pittman Advances

WILEY H. PITTMAN, Assistant Director of the North Carolina State Division of Purchase and Contract, has been named director of that division effective January 1st. He succeeds ALFRED S. BROWER, who has resigned to become executive director of Duke Memorial, a trust formed in 1930 by friends of Duke University and presently engaged in raising a centennial fund and preparing for the centennial celebration in 1938. Formerly associated with the State board of education and serving as comptroller of North Carolina State College, Mr. Brower organized the State purchasing department in 1931 and has headed it ever since.

DECEMBER 1936



Acme Superstrip

FABRICATES EASIER —FASTER—BETTER

● Rising curves on production charts in hundreds of manufacturing plants reflect the advantages of Acme Superstrip. Made to meet individual drawing, forming or welding requirements. Acme Superstrip effects production economies and increases output.

The fine quality and flawless finish of Acme Superstrip reduce waste and rejections to a minimum. Superstrip is shipped "ready to use." Specially packed to eliminate unnecessary handling and to fit your production methods.




● Brake drum used on well-known automobile. Made from hot rolled Acme Superstrip. This is a typical example of a part requiring close co-operation between customer and mill.

Send for your copy of "Batting 'Em Out," which illustrates and describes many products made better and faster with Acme Superstrip. ACME STEEL COMPANY, General Offices: Chicago. Branches and Sales Offices in Principal Cities.



● Decorative column fabricated from cold rolled Acme Superstrip—rolled for the job. This product is also made from Acme stainless Superstrip.

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The 1937 Convention City

Pittsburgh's Contribution to Fiber-Container Manufacture

PITTSBURGH'S GREATNESS as an industrial center is attributed most generally to the unsurpassed contributions it has made to the world through leadership in the development of coal and its by-products, and the manufacture of iron and steel, electrical products, glass, and aluminum. Yet there is an industry which belongs peculiarly to Pittsburgh by virtue of the fact that in its early days a most important share of the pioneering effort was carried on by a Pittsburgh concern, which was one of the first five plants

Development of an industry that is today recognized as a thoroughly modern, safe and efficient means of carrying products from the manufacturer to the consumer

W. F. VIEHMAN, JR.

F. J. Kress Box Company

of its kind to operate in the United States. It is a distinct service industry that plays an indispensable role in the efficient modern distri-

bution of practically every other Pittsburgh product. It is the corrugated shipping box industry.

While a corrugated fiber shipping box may not have the glamour of more spectacular Pittsburgh products, it lacks no way in vital importance to modern marketing and distribution. The following figures will give an indication of the extent and importance of this industry in the Pittsburgh area. In 1935, over one billion, one hundred and twenty-five million square feet of corrugated board was made into shipping boxes to distribute Pittsburgh-made merchandise. In value this represented approximately \$6,500,000.00, and means that something like one hundred and twenty million shipping boxes were supplied.



Much progress has been made in designing protection against the hazards of transit and handling. Here are package engineers working out interior bracing for an odd-shaped product that would otherwise be subject to denting and surface injury.

Acoustics
Air Conditioning
Airplanes
Automobiles
Bases
Billiard Cloth
Buffers
Card Tables
Channels
Clothing
Cushions
Desks
Dust Rings
Electrical
Appliances
Erasers
Filters
Furniture
Gaskets
Glass Cushioning
Ink Rollers
Innersoles
Insulation
Linings
Lithography
Machinery
Novelties
Organs
Packing
Padding
Pianos
Pillows
Polishing
Proof Presses
Radios
Rubbing
Sanding
Show Cases
Silence Cloth
Sporting
Goods
Surgical Felt
Tanning
Trimming
Washers
Weatherstrips
Wicks
Window
Displays



CREATES SAVINGS & SALES

Some of the uses to which felt is put are listed at the left. Whether or not your industry is represented in the list, it would probably pay you to consult us as to the possibility of using felt in some form in your plant or product

Information
Gladly Sent

IMPROVEMENT of a product gives it more selling points, makes it more useful or efficient; thus creating more sales. Improvement of production methods often reduces costs; thus bringing a product into a wider selling area.

FELT, in numerous instances and scores of different types of business, has proved a factor in improving products and processes, reducing costs; or creating some other advantage—financial or functional.

Why not investigate and find out whether the use of felt would create savings or sales in *your* business.

FIDELITY



COMPANY

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One of the chief contributions of the corrugated box industry to marketing is that it lowers the cost of product distribution over that of any other shipping medium. In addition to its lower cost, the corrugated fiber shipping box is recognized today as one of the most efficient, most attractive, and most economical aids to safe shipment of Pittsburgh's products to all ends of the earth.

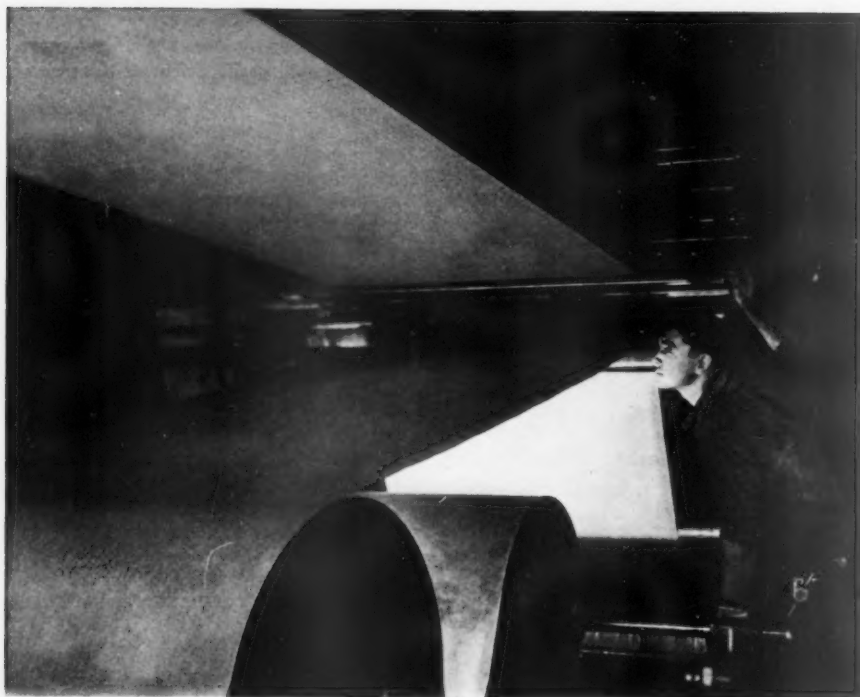
The advent of corrugated paper and board in this country dates back to 1871, when a certain A. L. Jones was granted letters patent for his invention of a new packing material which he termed "corrugated paper." Seven years elapsed, however, before the new product received commercial recognition and before production was undertaken on a substantial scale. This new form of paper was first used for wrapping lamp chimneys, then for bottle wrappers, and to a limited extent, for lining wooden boxes. During the "nineties," a few concerns

began making small corrugated paper cartons and light express boxes, but no serious effort was made to introduce corrugated shipping boxes for freight use until 1903. At that time an exception was made to the Official Classification by the Central Freight Association to permit the use of such a carton for shipment of cereal foods. In 1906 the Official Classification authorized the general use of fiber boxes, and from then on the real development of the corrugated fiber shipping container was rapid.

During those years the battle for recognition of the corrugated fiber shipping box was being fought strenuously by a handful of daring business men of vision and courage who believed that there was great merit in the new material and that nothing could be done to prevent its use, if they were correct. One of these men was F. J. Kress of Pittsburgh, engaged at that time in the manufacture of wooden boxes in Pittsburgh. His persistent efforts

to foster the interests and promote the use of the new corrugated fiber box contributed much to the history of the corrugated industry and helped to bring about a widespread acceptance of this modern distribution medium. In fact, in 1911 the F. J. Kress Box Company became the first manufacturer in Pittsburgh to make corrugated fiber boxes. As evidence of the great interest Mr. Kress took in the development of the industry, he was prominent in organizing the National Association of Corrugated and Fibre Box Manufacturers in 1916, and was president of this association until 1921. He also served as president of the combined Paperboard Industries Association for several years.

What this industry means to Pittsburgh today can be better appreciated when it is realized how many products of Pittsburgh manufacture are shipped out of the city protected in corrugated boxes. Just reflect a little about this—how many things you used today were shipped



The corrugator in operation, making single-faced corrugated sheets.

at some time in a corrugated box; the alarm clock you reached to turn off this morning, the glass tumbler out of which you drank your orange juice, the percolator in which your coffee was made, the cereal and other foodstuffs you ate, the breakfast dishes, the enameled dish pan, even the garbage receptacle. Follow through the day's work, in your office or shop, and you will find hundreds of articles of daily usage that have been originally packed for distribution in corrugated shipping boxes. It is difficult to think of something not shipped in corrugated today—even window glass, tin plate, stainless steel. During the year 1935, nearly twenty-two billion square feet of corrugated boxboard and single-faced paper were produced in the United States—two million tons of raw material were converted into usable board.

The tremendous annual volume of Pittsburgh glassware, enamelware, electrical products, food products, china and pottery, household commodities of all kinds, wearing apparel, dairy products, as well as hundreds of industrial items, owe their efficient and economical distribution to the corrugated shipping box which provides the combined advantages of safety, strength, light weight, serviceability, ease of pack-

ing, cleanliness, neatness, convenience of handling and stacking, as well as merchandising value through colored advertising printing on the box surfaces. In many cases the shipping boxes are used as displays to help sell merchandise.

However, the box itself represents only the material means whereby these advantages are realized. There is a great deal more to the corrugated box than merely a paper container of three dimensions. Developing corrugated shipping boxes for a particular product means employing the science of package engineering, which has become a specialized service of great value to shippers. The shipping procedure of any modern product not only calls for absolute pre-determined

This is the fourth in a series of articles dealing with the industries of Pittsburgh, where the N.A.P.A. convention will be held in May, 1937

NEXT MONTH:
Aluminum

protection, but demands skill and resourcefulness to meet all the problems of the distribution process from the time production of an article is completed until it reaches the consumers' hands. Behind that corrugated shipping box is the knowledge, ability, and experience of modern shipping specialists—the creative ideas of package engineers who know packing, shipping, handling, warehousing, and marketing requirements of practically every product made today.

They do not guess. Products are studied for shape, weight, oddities of form, fragility, and other physical peculiarities; most advantageous methods of transportation; marketing processes used; how handled in wholesaler's or retailer's stores; packing facilities, and many other pertinent facts are analyzed. Based upon this information of requirements, the box is then designed, and with it any interior protection that may be needed.

Selection of proper raw materials is another function of the package engineer who determines correct weight, strength, and liner resistance to scuff, wear and puncture, and conducts rigid tests of the fabricated board to assure that it will stand up under the demands of the product in distribution.

It is also worth knowing that corrugated boxes of inferior workmanship have been found to be only sixty per cent as serviceable as boxes of identical material specifications where the workmanship is of uniform high standard. Thus too much emphasis cannot be placed on the importance of workmanship in the corrugated industry—because of its influence on the safety, strength, and useful qualities of a corrugated shipping box.

Manufacturers of today's commodities and industrial products make a very substantial investment in ideas, efforts, equipment, time, labor, and money long before their product reaches the consumer. It is certainly wisdom and good busi-

ness to protect this product investment from the time the article is completed until it arrives in the hands of the user. This protection is the real responsibility of the modern corrugated shipping box.

It is developed as a definite adjunct to insure satisfactory shipping—and as an efficient distribution aid. This is why the lowly corrugated box is such a valuable servant of all industries, and a worthy and important Pittsburgh industry. There are four plants in Pittsburgh today manufacturing corrugated shipping boxes: F. J. Kress Box Company, Keystone Box Company, Pittsburgh Corrugated Paper Box Company, and Superior Paper Products Company.

Yes, Pittsburgh is known far and wide as a great, busy producing center, but it is the corrugated paper box that not only transports but actually helps to "market" our prolific production all over our own nation, and to the far corners of the world. It is the corrugated box industry that makes possible to a large extent our efficient and economical distribution—that carries Pittsburgh's achievements safely over land and sea—that brings Pittsburgh's usefulness to the world's consumers.

Booklets

Bulletin No. 586A of the Charles F. Elmes Engineering Works, Morgan & Fulton Sts., Chicago, presents four high speed hydraulic presses for drawing, forming, forging and piercing, and ranging in capacity from 100 to 2,000 tons. The folder illustrates each of these presses, and lists their special characteristics together with a table of dimensional data.

Republic Steel Corp., Cleveland, has issued a new series of five exceptionally attractive and informative booklets on Enduro stainless steel. First is a booklet of general nature, illustrating many of the more important applications of this material, and presenting in tabular form the analyses and detailed properties of the various types as compared with the properties of SAE 1020 carbon steel. It also sets forth the degree of corrosion resistance in the presence of some 300 foods, chemical products and reagents. A second book gives detailed data on Enduro

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SOcial SECURITY LAWS are exacting as to information that payroll accounting records must reflect for filing returns with State and Federal Governments. Incomplete forms provide incomplete records and will make costly audit and tabulation necessary at a later date. Therefore, you cannot afford to buy payroll accounting forms on a price basis alone!

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18-8 and its several variations. The third booklet treats of the straight-chromium types of Enduro—AA, S, S-1, and FC. The fourth contains information on the heat-resisting types—HCN, HC, and NC-3. The fifth is devoted to Enduro 4-6% chromium steels, which are not stainless but are intermediate between ordinary carbon and stainless steels.

A new 28-page book (No. 1619), printed in color and spiral bound, has been issued by the Link-Belt Co., 2410 W. 18th St., Chicago, covering automatic coal stokers for industrial and commercial use in capacities up to 300 HP, featuring burning heads specially adapted to the coal available, variable intermittent drive that insures an agitated fuel bed, and automatic air control, all correlated to the scientific combustion cycle and affording high stoker efficiency and improved boiler operation.

"News Underfoot" is the title of a new folder issued by the Franklin Research Co., Philadelphia, giving the results of exhaustive tests on the non-slip qualities of various types of floor finishes applied to wood, linoleum, marble, terrazzo, asphalt tile, and rubber tile. It is of particular importance in relation to the hazard, both physical and legal, resulting from slippery

floors, and is supplemented by a qualified legal opinion on the responsibility of the employer or owner in the case of accidents attributable to such a cause.

Bulletin 47 of the Kennedy Valve Mfg. Co., Elmira, N. Y., describes a new line of fully bronze-bushed standard iron body wedge gate valves. The folder contains large sectional views of these valves, with reference to 33 outstanding features of design. A fracture through the valve metal is illustrated to show the exceptionally dense structure. Other views illustrate the ease of connecting up, operating, repacking, lubricating, and disassembling the valves.

A new folder issued by the Ellwood Safety Appliance Co., Ellwood City, Penna., describes and illustrates the Sankey foot guard. It is made in galvanized steel or aluminum alloy, weighs no more than an ordinary rubber overshoe, is readily adjusted by means of three-point contact at instep, arch, and toe, and provides positive tested protection to blows of 4,900 pounds average force. In tests, a 100-pound weight dropped from a height of three feet caused an indentation of only $\frac{3}{4}$ -inch in the guard. In one steel mill, foot injuries have been reduced by 91% by use of this device.

THE SHERLOCK HOLMES OF PURCHASING



HE WAS THE Sherlock Holmes of purchasing.

It was child's play for him to locate a source of supply for some obscure or unusual item that might baffle many another buyer. He could go into conference with himself on a fancifully trade-named product, without any other clue, and emerge with the name and address of the manufacturer and his nearest distributor.

His fellow buyers were constantly importuning him for help along these lines, and it was a matter of pride to him that he never failed to give them a right answer.

He liked to get behind the literal words of a straightforward conversation. He had the faculty of penetrating a salesman's story and divining whether it was an attempt to clear the shelves for a new model, or to sign up a contract before the market dropped, or was prompted by an honestly helpful motive.

His insatiable curiosity regarding conditions in the trade frequently gave him a shrewd idea of what was likely to happen slightly before it actually occurred.

Nothing pleased him more than to analyze a supposedly secret formula and to set up his specification in common terms so as to get some real competition.

He also projected this analytical activity to the breakdown of vendors' costs so that he could negotiate with telling effect. He surprised their representatives with his superior knowledge of their manufacturing facilities, and made many suggestions as to how they might improve their service.

His reports to management were studded with dra-

matic recitals of facts he had uncovered about the other fellows' business.

And in the meantime, a conscientious but unimaginative subordinate rolled up his shirtsleeves and buckled to the task of handling the routine and big volume purchasing. Relatively it was an uninspiring chore, but while Sherlock busied himself over the more exotic phases of the job, the youngster turned in a solid record of reliable supply service that covered about ninety-five per cent of the materials budget.

Eventually the big bosses did a little analyzing on their own account. They were duly impressed with the ingenuity of their chief buyer and gratified by the high regard which prompted his confrères in purchasing to call upon him for assistance. But they were even more impressed by the competence with which the essential routine work of the department had been handled.

What to do? Elementary, my dear Watson.

They decided that the man who knew so much about everybody else's business was obviously wasting his time in their employ and should therefore be set free to devote his entire attention to an even more intensive study of those outside interests, while his former assistant plugged along impressing his suppliers with the fact that they had better work with him, come clean, and talk straight across the table.

Which they were very glad to do—an astonishingly logical conclusion.

Booklets

Bulletin No. 263 of the Farrel-Birmingham Co., Ansonia, Conn., is an attractive 16-page booklet describing hydraulic presses for metal forming, built to modern production requirements. Particular operating advantages of this equipment are cited as follows: smooth, positive action, with gradual application of pressure; adjustable pressure, variable dwell or "ironing" period, and variable stroke, all under positive control of the operator; minimum floor space, low installation and maintenance costs. A partial list of products to which these presses are adapted includes automotive and airplane parts, air conditioning apparatus and parts; cooking utensils, metal furniture, including refrigerators, stoves, kitchen cabinets, etc. The catalog is printed in two colors and is liberally illustrated with photographs and a dimensional diagram.

Ingersoll-Rand Co., 11 Broadway, New York City, has issued Bulletin No. 7066 covering a line of coupled pumps in capacities from 150 to 5,000 gpm against heads between 20 and 250 feet. The pumps are used in handling water, gasoline, brine, ammonia, fruit juices, starch, white water, naphtha, alcohol, benzine, soap liquids, dyes, cutting compound, chemicals, sugar liquors, tanning extracts, beverages, acid mine water, and many other liquids. The bulletin shows construction details and photographs of typical installations.

A new catalog type broadside, No. 160, has been issued by Leeds & Northrup Co., 4924 Stenton Ave., Philadelphia, under the title "Power Plant Measuring Instruments, Telemeters, and Automatic Controls." It illustrates and describes in compact but comprehensive form equipment for many power plant measuring requirements. Specific applications are presented in electric generation and transmission, steam generation and distribution, hydro-power and diesel power generation, where such equipment is being used to safeguard operation and to effect operating economies.

Two new catalogues are being distributed by the American Chain Co., Bridgeport, Conn. No. 365 covers welded chain and attachments ranging from the lighter sizes to the heavier types used in material handling, oil field and mine service. No. 366 covers weldless chains and attachments, made from wire by knotting to form the links, or stamped from flat metal. Both publications contain specifications and full size illustrations.

Is Silence Always Golden?

(Continued from page 32)

way can be a distinct aid to his sales department. He must have the buying and the selling slant, too. The extra time for interviews (although some must be short in order to avoid neglect of routine departmental duties) has brought us much business.

To one salesman, the loser of an order, we owe a large account which uses three of our machines and considerable of our wire. To another with whom we have been unusually frank, although he supplies us quite regularly, we owe more than half a dozen customers. A reasonable amount of honest talking brings buyer and salesman upon a mutual basis that is friendly and helpful. At the same time, the

buyer can, if his business is like our own, put in a "plug" for his own product. Believe it or not, our response to this form of good will amounts to some thirty or more accounts per year, and a good share of these have come through salesmen from whom we have done no actual buying.

Our own recipe for talking is, "Be reasonable. Be honest, without telling all your business. Make each case an individual one. Act ethically, honoring first the spirit of the laws. Frankness and the idea that you are one of your company's most valuable disciples of good will (or ill will if you are grouchy and grumpy) will do more good, and promote more friendliness and business, in stranger ways than you can imagine. Truth, applied with common sense, achieves the healthiest business relationships."



Freedom from troublesome splits and cracks that plague spinners and waste profits comes only with stock of even grain and temper. For more than thirty years, Seymour Nickel Silver has been a joy to spinners and a curb to waste. The reason is, that every important stage of manufacture from furnace to final inspection is laboratory tested, for grain, temper, ductility.

Due to this maintained quality, a large part of the manufacturers of silverware, giftware, utensils, etc., consider Seymour Nickel Silver the ideal foundation upon which to bring out the excellence of their own craftsmanship.

If you are interested in better spinning, let us send you samples of Seymour Nickel Silver for test—without obligation, of course.

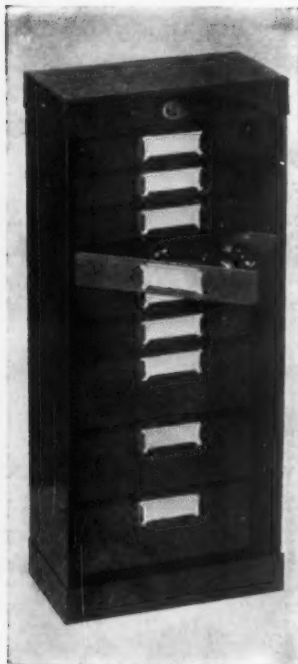
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SEYMOUR
NICKEL SILVER



THE SEYMOUR MANUFACTURING CO., 55 Franklin St., Seymour, Conn.

NEW PRODUCTS & IDEAS



**SMALL PARTS
CABINET**

No. 314

READY ACCESSIBILITY AND freedom from the danger of spilling are the features of this newly designed cabinet for the storage of screws, rivets, bolts, nuts, washers, and other small parts. The unit is of all-steel construction, sturdy and compact, and the drawers swing individually on a pivot, giving full accessibility without the possibility of pulling the drawer from the cabinet and spilling the contents. It is provided in a variety of drawer combinations accommodating the smallest parts up to tools 5 inches long. U-type partitions are also available to divide the drawers into two or three compartments. Finished in olive green baked enamel. Each drawer has a label holder for description of the contents.

See coupon below

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New York, N. Y.

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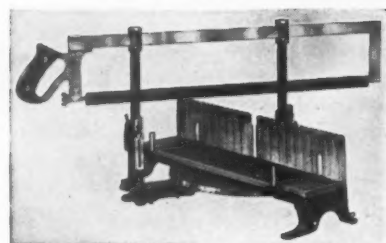
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**METAL
CUTTING
MITRE BOX**

No. 315



STURDY AND EASY to use, this new mitre box is specially designed for cutting metal trim, metal mouldings, and similar work. Swivels, uprights, legs, and saw guides are made of malleable iron. Two roller bearings in each saw guide assure smooth saw action. Automatic guide catches hold the saw above the work, leaving both hands free to place work in position. Equipped with special saw frame and high quality hack saw blade, 24 × 1 inches, 24 teeth to the inch. Depth capacity, 4½ inches. Width capacity: 9½ inches at right angles, and 6½ inches at 45°. Attractively finished in light blue, orange and aluminum color.

See coupon below

**SPRAY
NOZZLE**

No. 316

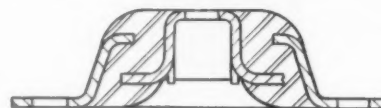


FOR CLEANING MILL scale from the surface of steel strip, plate or bar stock, this nozzle delivers water at pressures from 500 to 1,000 pounds. It consists of a cap which locks the orifice disc in position, equipped with a strainer and slide shut-off device. Cap and disc are of stainless steel, heat treated to maximum hardness. Two sizes of discs are available, the smaller delivering from 24.1 to 34 gpm., and the larger from 18.05 to 25.5 gpm. at the pressures named.

See coupon at left

**VIBRATION
INSULATOR**

No. 317



THIS NEW MACHINE mounting consists of a single assembly of base plate and insert in rubber of various hardnesses ranging from 30 to 70 durometer as required for a particular installation. Carrying capacity ranges from 600 to 2,500 pounds per unit. Installation is simple, as the under side of the center

insert is a hexagon socket adapted to receiving a standard hexagon nut for $\frac{1}{2}$, $\frac{5}{8}$, or $\frac{3}{4}$ inch bolt. Two ears are provided which can be bent down to retain this nut in position, so that an ordinary bolt can be used as a cap screw and tightened with a single wrench. The interlocking inserts provide considerable stability in all directions in a horizontal plane, permitting side pull as required with belted drives. Due to the variety of unit loadings, mountings can be selected to share the load proportionately, and it is usually unnecessary to provide an auxiliary sub-structure.

See coupon page 48



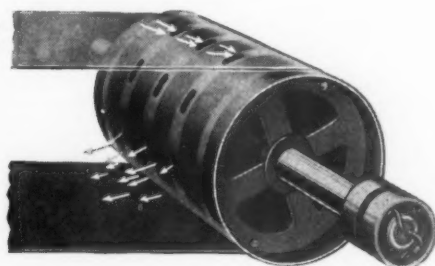
WIRE MEASURING MACHINE No. 318

THIS NEW MODEL meter accommodates wire and rope from $\frac{3}{16}$ up to $1\frac{1}{2}$ inches in diameter, and measures length accurately at a rate of a mile a minute. The wire passes through double guides, under a steel pressure wheel which keeps it in contact with a serrated measuring wheel attached to a counting unit mounted on the side of the housing. Easily installed, it is adapted to warehouse service or production departments. It has a double worm drive, the measuring wheel and counting unit are ball-bearing, and it is equipped with an instantaneous circular brake.

See coupon page 48

MAGNETIC PULLEY

No. 319



SPECIALY DESIGNED AIR ducts provide a continuous circulation of air through this improved magnetic pulley, being forced into the radiating areas by the action of the upper belt and sucked out by the return belt. This ventilation serves to reduce the heat around the coils, producing a more powerful pull and sustained efficiency in prolonged action, amounting to 25 to 50% more magnetic pull in pounds per square inch, particularly useful in rush and overload periods. The pulley casting is in one piece, annealed to insure maximum permeability. The pole or flanges of the coil section are sloped toward the core, giving uniform area and greater flux density at the face of the pulley. Steel coil covers are used to spread the magnetic lines of force over the entire face.

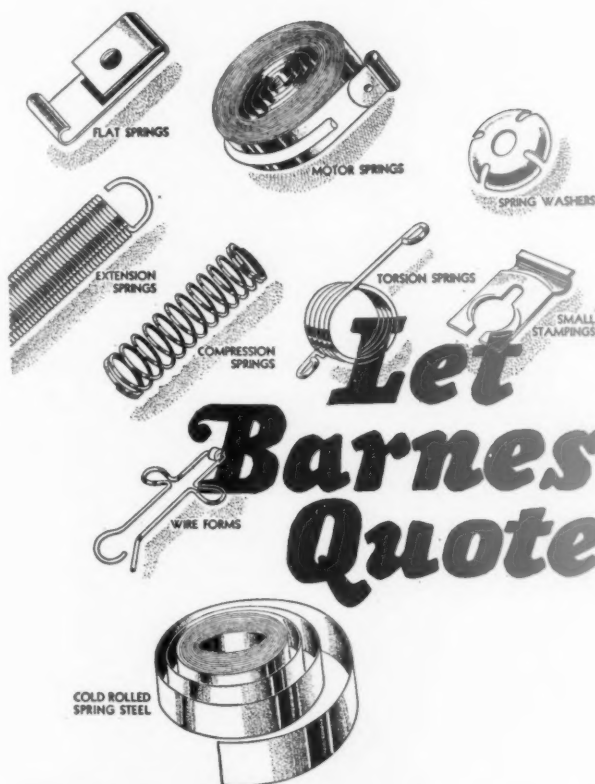
DECEMBER 1936

WILL THE COMING "BOOM" CALL FOR "BOOM" CHAINS?

Not unless you're in the lumbering industry, and then you'll need plenty of "boom" Chains for handling logs! But right now you may need other types of Chain. Boom-times or not, you're better off with McKay's A-No. 1 quality of Chain—the result of "McKay's 50 years of knowing how."

Send your Chain inquiries or orders to . . .

THE MCKAY COMPANY
MCKAY BUILDING PITTSBURGH, PA.
(Formerly U. S. Chain & Forging Co.)



**Let
Barnes
Quote**

The Wallace Barnes Co. BRISTOL, CONN.

SPRINGMAKERS FOR MORE THAN THREE GENERATIONS

PAGE 49



SPRING DRIVEN TIME STAMP

No. 320

IN THIS NEW MODEL time stamp, the date is set by advancing the type ribbons by means of small wheels at the rear of the stamp. The spring-wound clock is available in either stem-set or key-set design, the latter being tamper-proof as the key is retained by the supervisor. The complete equipment includes the time unit, stamp assembly with date ribbons, and the ink pad which serves as a base when the stamp is not in use.

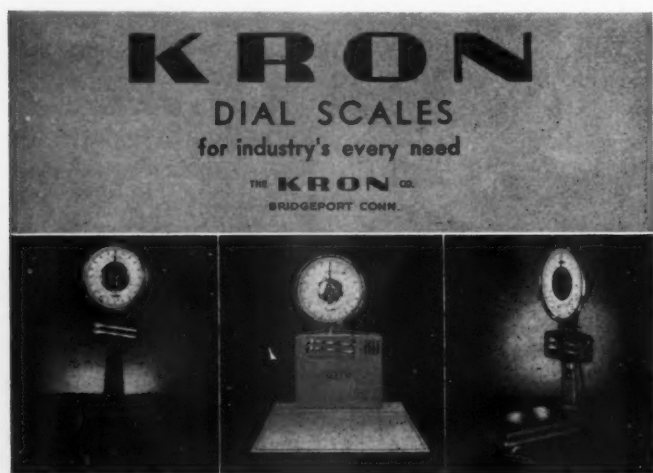
See coupon page 48



HAND LIFT TRUCK

No. 321

TOTAL LIFT OF 10 inches is provided on this truck by means of an auxiliary frame mounted on a lever system. Load capacity in the various models ranges from 3,500 to 6,000 pounds. Platform widths, 18 and 26½ inches; length from 30 to 72 inches. The frame is of welded construction; Timken and Hyatt bearings in front and rear wheels respectively, and ball thrust bearings in the steering mechanism. Lifting mechanism



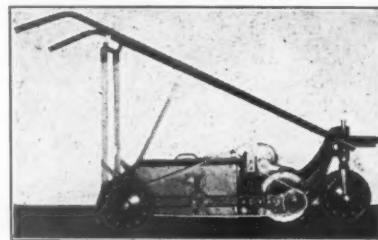
PAGE 50

is operated by hydraulic pressure, using the truck handle to actuate the pumping unit mounted at the front of the truck. Lowering is controlled by a release lever located on the handle.

See coupon page 48

ZONE MARKING MACHINE

No. 322



THIS MARKING MACHINE paints traffic lines from 2 to 6 inches in width, solid or intermittent, on floors or roadways. It makes use of a circular brush which applies the paint with a rolling and dragging motion, completely filling pores in the paving surface. An endless belt conveys the paint from tank to brush and keeps the paint well agitated. The tank is a separate unit, of 7 gallon capacity, and can be removed and handled the same way as a paint bucket. The machine will apply any paint or enamel that can be used with a brush, and is said to afford a saving of 30% of paint per foot covered.

See coupon page 48

OFFICE CHAIR

No. 323

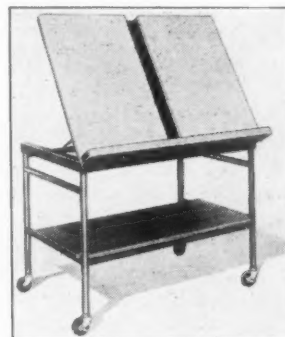


SPECIAL FEATURE OF this new type office chair is the use of perforated metal for the seat and back rest, plus sectional design of the upholstery. The result of this combination is that air is permitted to enter through the perforations and between the sections, keeping the seat and back rest cool. The legs are of 1¼-inch steel tubing, supporting a swivel adjustable from 17 to 21 inches. Metal parts are finished in olive green, mahogany or walnut. Upholstery in mohair, frieze, or embossed leather in a variety of colors.

See coupon page 48

METAL STAND FOR LARGE RECORD BOOKS

No. 324



THIS PORTABLE METAL stand is designed for convenience in holding large record books or sheets while they are being used for reference or posting. The top is hinged and can be set

PURCHASING

at the desired angle to support the books in a flat open position, and sheets can be clipped in place. The stand is of heavy welded tubular steel and is equipped with a shelf, casters, and tubular handles to be used in moving it from place to place. Another convenient unit in this line is a portable typewriter stand for use in making out bills of lading, packing and shipping lists, and shop memoranda. It is 40 inches in height, for use while the operator is standing, has a center drawer and two side leaves for holding papers. A lever mechanism is used to shift from the easy rolling caster support to a firm stationary support while in use.

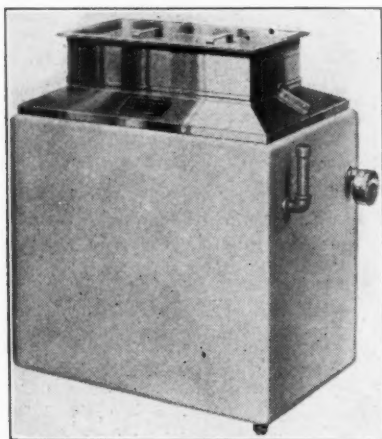
See coupon page 48



ACID-PROOF RUBBER PAIL

No. 325

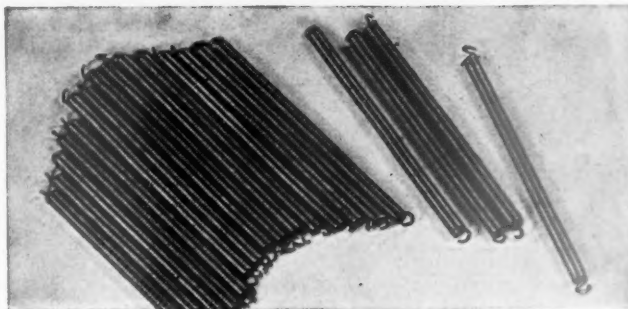
PURE VIRGIN LATEX rubber, carefully compounded to give high tensile strength in excess of 4,000 pounds per square inch, is cast in one piece with sturdy reinforcing ribs to form this practical factory pail for the handling of acids, alkalis, oxidizing and reducing agents, and metallic salts which would attack and destroy other types of containers. It is strong enough to carry a full load without distortion or appreciable bulging. The spout permits accurate control of flow, from a generous stream to a fine trickle, and a double-thick wall on the front side allows the pail to be rested against the edge of a tank without collapsing. The material is flexible and resilient, and cannot be dented, broken, cracked or chipped even under severe use and rough handling. It is quiet in use and will not stain or mark floors or other surfaces. Bails are removable, and can be procured in a variety of metals depending on the proposed usage.



INSULATING TANK

No. 326

THIS TANK IS specially designed for applying Korolac rubber-like insulation to racks that are to be used in plating with chromium, cadmium, zinc, copper, brass, nickel, tin, silver, or gold. This material is not materially affected by acid dips or alkaline cleaners. The equipment consists of an inner porcelain-lined unit, surrounded by a tank for supplying heat and maintaining the proper temperature. Available in four sizes, with working depths from 30 to 48 inches. The heat source is either a steam coil or an electric element, with or without temperature regulators.



“Lashes”!

Miss Moderne inspired this exhibit! That her eye lashes might be properly curled, a curler was devised embodying these little springs. They are interesting examples of high initial coiling of American Steel and Wire Co. music wire gauge #6, coiled to .087 diameter. This diameter had to be closely maintained and the loops bent to approximately an 80° angle. All in all, a tight little precision job. But doing precision jobs at a reasonable price is a distinguishing feature of “Peck Service.”

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CORTRIGHT COAL COMPANY

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PHILADELPHIA

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is now possible. This revolutionary heavy duty hack saw frame, drop forged from hard aluminum alloy has changed the entire hack saw picture. Absolutely rigid with machine-type blade holders, it holds an unbreakable, high-speed-edge blade at machine tensions. Double handed grips increase power and accuracy. Improved design applies power below the line of cutting and prevents the blade from sticking in the cut. Try it and you will be satisfied with no other. Your dealer will demonstrate.

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Circular

ARMSTRONG-BLUM MFG. CO.
“The Hack Saw People”
306 N. Francisco Ave. Chicago, U. S. A.





TURRET-TYPE WELDING SHIELD

No. 327

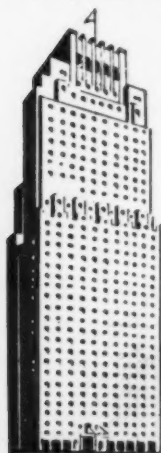
THE WELDING SHIELD illustrated has been developed to meet the demand for an absolutely safe, shock-proof, sanitary shield, combining light weight with rugged ability to withstand severe service. The rivetless face piece is formed from one seamless, heavy gauge fiber sheet. It is impervious to light and electric shock, and is easy to sterilize and clean. It eliminates the trouble of loose or torn-out rivets with subsequent light penetration that would destroy the usefulness of the equipment. The lens holder is made of a special oil-resisting rubber compound, highly resistant to flying sparks and hot metal particles, and is so designed that light cannot penetrate to the interior. It also acts as a shock-absorber in case of accidental

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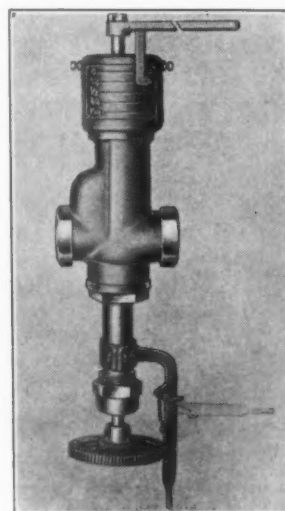
Hotel PICCADILLY

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dropping, etc. A clear cover plate is easily changed from the front side without disturbing the more costly colored filter lens. All helmets are furnished with comfortable adjustable headbands, and handshields are furnished with corrugated fiber handles assuring a firm non-slip grip. Lens holders and detachable head pads are removable and replaceable without the use of tools.

See coupon page 48

COMBINATION VALVE



No. 328

THIS VALVE UNIT embodies two controls, thus providing in a single unit the service of a regulating and a shut-off valve. The entering orifice is set by a hand wheel at one end operating a plug-type valve, the wheel being held in the desired position by a hinged and graduated stop lever. This orifice may be closed off tightly on ground metal seats, whenever desired, and on the resumption of service it can be returned to the correct position as indicated on the graduated lever, without tests. The outlet is controlled by a radial port, operated rotatively by means of a lever at the other end. Position and amount of opening are indicated by a plate and pointer, and the lever can be controlled by any suitable automatic device.

See coupon page 48

DUST COUNTER



No. 329

THIS NEW DEVICE combines in one unit a simple air sampling device, and a dark field microscope viewing and counting system. No accessory laboratory equipment is needed, and no special technical skill in operation or supervision. The operator can enter the room, take a sample, and leave in less than 15

seconds without interfering with routine or interrupting production. Daily or hourly checks of dust conditions can be made readily, without fuss or bother, providing an accurate record of the degree of danger in dusty operations, which is also useful as a protection against unjust claims. Suitably cased for carrying, the complete outfit weighs only 12½ pounds.

See coupon page 48

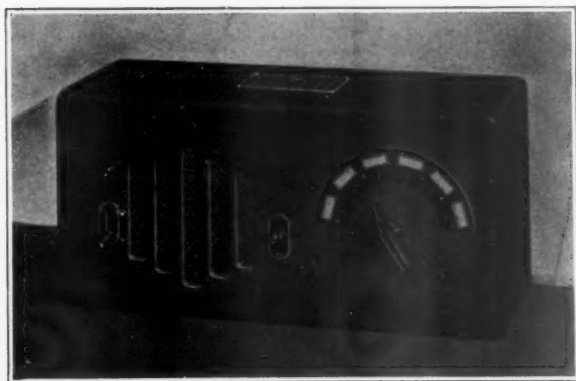


SAFETY VALVE

No. 330

RESILIENT VALVE SEAT material and a double scored contact ring are features of this new safety valve for compressors, gas lines, and tanks. The design provides a bubble-tight seal, clean relief, and sharp positive closing, retaining its set point. It conforms to all A.S.M.E. requirements, and is made in bronze body in a range of four sizes from ¼ to ¾ inch, and in ten capacities from 25 to 250 pounds pressure. It is suitable for temperatures up to 150° F.

See coupon page 48



INTER-OFFICE COMMUNICATION

No. 331

TWO-WAY INTER-OFFICE communication is provided by this new system which takes a great strain off the regular telephone switchboard, facilitates the flow of routine, eliminates memo detail, and generally stimulates business efficiency in offices, factories, schools, etc. The model illustrated consists of a master station and as many as six outlying stations. A smaller model is the simple two-way system between two desks. No special installation required, as the apparatus merely plugs in on either AC or DC circuit.

See coupon page 48

UNIT HEATER



No. 332

A COMPLETELY redesigned line of unit heaters has incorporated a number of new and exclusive features. Among these is a new method of motor mounting which is said to eliminate swinging or "pendulum action" of the unit, caused by motor vibration. Two vertical ribs are formed around the cabinet, increasing the strength of the assembly and deadening all vibration of the cabinet panels. Thoroughly modern in appearance, smooth finished surfaces are used entirely and welded construction wherever practicable. All except the absolutely functional lines have been eliminated, resulting in a design particularly suited for industrial installations. The heaters are made in a full range of capacities to afford complete flexibility and a full selection for any job.

See coupon page 48

What is Your EXPERIENCE WORTH?

LIKE so many other readers of this publication, you are probably a hard-headed executive. You've been in business a long time. Your company is one of the leaders in its line. It has had many years of experience in knowing how to serve its customers most efficiently with the kind of product you make.

Isn't this experience one of the most valuable assets you have? Of course it is

For the same reason, the more than 27 years' experience the Oakite organization has had in helping thousands of concerns get better, faster, more economical and efficient cleaning makes us confident we can serve you, too, to your entire satisfaction.

Let us tell you more of how you can benefit by this successful experience.

OAKITE PRODUCTS, INC., 54 Thames St., NEW YORK
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SINCE 1909
THE STANDARD
OF CLEANING
QUALITY

OAKITE

SPECIALIZED INDUSTRIAL CLEANING MATERIALS & METHODS

Cleaning Materials

(Continued from page 11)

tions may be circulated through the condensers.

Similar results have been obtained in removing the sediment from the trays of gasoline absorption towers, and it has been found unnecessary to go to the heavy expense of replacing sections.

Such examples may be multiplied almost indefinitely. Great savings have been realized from cleaning the holes in the suction press rolls of paper machines by the use of solvents, or cleaning compounds, rather than by drilling them. Glass manufacturers have found that they can clean their glass molds by soaking them in a hot solution and then in a solvent to remove the deposit more easily than by abrasive methods, thus increasing the life of the molds and greatly reducing the costs of cleaning.

Our discussion could not be even reasonably complete without at least an allusion to its relation to plant maintenance. In this respect

keeping the floors in good condition is perhaps the most obvious and important as in many plants they are quickly covered with oil and grease. There are compounds on the market for this purpose but of course they must be used in different ways depending on conditions. If there is an old accumulation of grease which has become encrusted it is necessary to use a much stronger solution and work it in with a strong fiber brush and let it soak. Usually it is desirable to employ a pressure rinse, although not absolutely necessary. In many cases this treatment must be repeated several times as the oil which has penetrated the wood works its way back to the surface.

The same solutions, but less concentrated, are applicable for the walls, ceilings and lighting reflectors. This simplifies purchasing and stocking. The cleaning material recommended for this class of service is completely soluble and leaves no residue and also has an emulsifying action; this makes it suitable also for cleaning the enameled surfaces of water coolers, wash basins and the like. It is well adapted for washing the bodies of motor cars as well as for the radiators, which greatly adds to its usefulness in a plant where the upkeep of motor trucks is part of the maintenance routine.

The American Foundry Equipment Co., 555 Byrkit St., Mishawaka, Ind., announces two new booklets. Data Book No. 22 discusses dust control in industrial processes, including detail drawings of the Dustube system and its application to individual problems. It is supplemented by practical technical data including specifications for exhaust piping, care of dust control system, static pressure readings, air volumes in pipe lines at various velocities, and a dust control analysis sheet. Booklet No. 551 presents in brief but comprehensive form the essential information regarding a line of featherweight (Dow-metal) and aluminum flasks, and pouring jackets of steel plate, aluminum, and cast iron.

The Bristol Co. (Mill Supply Division), Waterbury, Conn., is distributing a new folder, Bulletin No. 833, on screw products. It lists sizes and prices on socket set screws, socket head cap screws, stripper bolts, and pipe plugs.

New York Advancing

(Continued from page 37)

ministration and operation, the savings run into large figures as compared with previous performance. In addition, new sources of savings and revenue were uncovered. The total inventory was reduced by more than \$300,000 in a single year without impairment to the service of supply; repair and transfer of used furniture represented some \$75,000 saved; the sale of obsolete materials and a scientific salvage program increased revenue from such sources six-fold, and much of this material had previously been tossed upon the dump or poured down the sewer.

Sound Basis

But the important accomplishment has been in the establishment of principles and the development of a loyal and efficient staff through which these early achievements will be multiplied and magnified with every passing month. Centralized purchasing has amply demonstrated its worth, but it is clearly apparent that the record of the second two years will far outstrip the results which were attained under the difficulties of the earlier days.

Progress

"The bulk of the creative work has been started or completed," says Dr. Forbes, "but much still remains to be done. . . . After two years the war still goes on—with continuous offensives against needless red tape, against spoilsmen disguised as salesmen or friends, and against the sales resistance of officials in the using departments of the City. But, on the basis of the experience of the past biennium, would it be too optimistic to hope that the worst of the war is over?"

This is but one chapter in a much larger story of adventure in municipal administration, just as purchasing is but one coordinated function in any business organization. It is a chapter of which purchasing men can well be proud, and in which they can find new inspiration and respect for their part in the business structure.

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ADVERTISING IN THIS ISSUE OF PURCHASING

	Page
ACME STEEL CO.....	41
AMERICAN ABRASIVE CO.....	55
AMERICAN OIL & SUPPLY CO.....	29
AMERICAN SANITARY RAG CO.....	29
AMERICAN WIPER & WASTE MILLS.....	29
AMERICAN WIPING CLOTH CO.....	29
ARMSTRONG-BLUM MFG. CO.....	51
ARMSTRONG SANITARY WIPERS CO.....	29
AUDITORIUM HOTEL.....	54
THE WALLACE BARNES CO.....	49
BENNETT BROTHERS, INC.....	32
BROWN BAG FILLING MACHINE CO.....	21
BROWN & SHARPE MFG. CO.....	31
CANTON STERILIZED WIPING CLOTH CO.....	29
CENTRAL MILLS CO.....	29
CHICAGO SANITARY RAG CO.....	29
COLUMBIA RIBBON & CARBON MFG. CO.....	33
CONTAINER CORPORATION OF AMERICA.....	25
CORTRIGHT COAL CO.....	51
DELIA WASTE PRODUCTS CORP.....	29
ESLEECK MANUFACTURING CO.....	16
FIDELITY FELT CO.....	43
GODFREY COTTON PRODUCTS CORP.....	29
GUMMED PRODUCTS CO.....	39
HORTON WIPING MATERIALS CO., INC.....	29
JENKINS BROS.....	Back Cover
KRON COMPANY.....	50
THE LESHNER CORP.....	29
MANUFACTURERS SUPPLY CO.....	29
MCGILL COMMODITY SERVICE, INC.....	22
McKAY COMPANY.....	49
NATIONAL BLANK BOOK CO.....	35
NORTON COMPANY.....	3
OAKITE PRODUCTS, INC.....	53
PECK SPRING CO.....	51
HOTEL PICCADILLY.....	52
REPUBLIC RUBBER CO.....	27
REPUBLIC STEEL CO.....	Second Cover
JOSEPH T. RYERSON & SON, INC.....	6
SANITARY INSTITUTE OF AMERICA.....	29
SCHEINMAN-NEAMAN CO.....	29
SEYMOUR MFG. CO.....	47
THE C. E. SHEPPARD CO.....	45
SIGNODE STEEL STRAPPING CO.....	37
S. MORGAN SMITH CO.....	1
THE L. S. STARRETT CO.....	4
STERLING GRINDING WHEEL CO.....	Third Cover
THOMAS PUBLISHING CO.....	56
WIPING MATERIALS, INC.....	29
YOST SUPERIOR CO.....	55

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WIRE FORM SPECIALTIES



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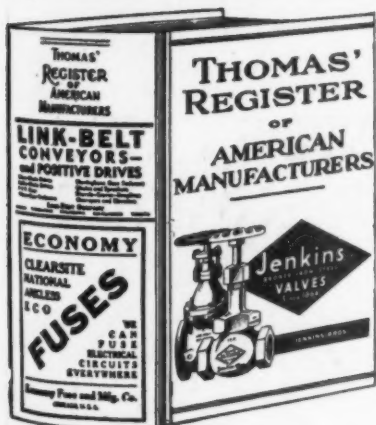
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THOMAS PUBLISHING CO., 467 Eighth Avenue, New York, N.Y.



THE NEW YEAR COMES—THE OLD YEAR GOES

Much has been accomplished in the old year, there is much to do in the new year and in the process of feeling our way along the road to normal business conditions we are thankful to the many thousands of users of **STERLING WHEELS** to whom a good product and good service have appealed and whose loyalty has enabled **STERLING** to develop new wheels, new segment units and new products designed to reduce the operating costs and improve the product of its many customers.

It is with a pledge of continued quality products and service that we enter the new year with every good wish for the success of our many friends.

*A Merry Christmas
and
A Happy New Year*

THE STERLING GRINDING WHEEL COMPANY

Abrasive Division of The Cleveland Quarries Company

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CHICAGO 912 W. Washington Blvd.

DETROIT: 101-107 West Warren Avenue



IT'S A TREAT to see John Murphy handle a tool. Some say he missed his calling; that his deft, strong hands and keen eyes would have made him a fine surgeon. One thing is certain, pattern-makers don't come any better. John has put in 36 years at the trade, 15 of them with Jenkins Bros. Like the rest of the little group in the pattern shop, he has that supreme skill a man acquires by following his craft for a lifetime. Men of his type can do a job only one way...to perfection. Because that is the way Jenkins' work is done, true craftsmen like these are happy to stay permanently with Jenkins Bros.

*Some say—
"John Murphy
missed
his calling"*



You can't help but feel as you leave Jenkins' pattern shop that exceptionally fine castings are bound to follow such pattern making. And as you go into other parts of the plant and see the same exacting care on every task and process, you realize why Jenkins Valves are *lifetime service* valves. Sometimes a "Jenkins" costs a trifle more to buy because the finest in men and materials have gone into its manufacture. But its purchase is *always* an economy.

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